

PATTERN OF ADMINISTRATION
FOR THE
DEPARTMENT OF VETERINARY CLINICAL SCIENCES
COLLEGE OF VETERINARY MEDICINE
THE OHIO STATE UNIVERSITY

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Table of Contents

	Page
I. Introduction.....	1
II. Departmental Mission, Vision, Core Values, and Guiding Principles	1
A. Mission.....	1
B. Vision, Core Values, and Guiding Principles	2
1. Values and Principles Guiding Department.....	2
a. Group Values and Principles	2
b. Personal Values and Principles.....	3
III. Faculty.....	4
IV. Organization of Departmental Services and Staff	4
V. Overview of Departmental Administration and Decision-Making.....	4
A. Department Chair.....	4
1. Appointment of the Chair	4
2. Duties and Responsibilities of the Chair.....	5
B. Associate Chair Appointment and Responsibilities.....	7
1. Appointment	7
2. Duties and Responsibilities.....	7
C. Service Head	7
1. Appointment	7
2. General Philosophy and Expectations	7
3. Duties and Responsibilities.....	8
D. Departmental Voting Procedures and Guidelines.....	9
E. Retention of Meeting Minutes and Other Records	9
F. Committees, Subcommittees and Task Forces	10
1. Faculty Meetings.....	10
2. Faculty Committees	11
3. Departmental Steering Committee (DSC)	11
4. Departmental Standing Committees and Subcommittees.....	12
a. Departmental Academic Committees and Subcommittees.....	12
i. Departmental Promotion and Tenure Committee and Subcommittee and Annual Review Committee	12
ii. Departmental Research Committee.....	12
iii. Departmental Post-Professional Education Committee	12
iv. Departmental Professional Education Committee	13
v. Departmental Mentoring and Faculty Development Committee and Subcommittee.....	13

b.	Other Department Standing Committees	13
i.	Departmental Quality of Life Committee	13
ii.	Departmental Development Committee.....	14
iii.	Departmental Awards and Honors Recognition & Nomination Committee	14
iv.	Departmental Website Content Committee.....	14
5.	Departmental <i>Ad-Hoc</i> Committees	14
a.	Departmental Strategic Planning Committee.....	14
b.	Departmental Space Allocation Committee.....	14
c.	Departmental Faculty Search Committees.....	14
6.	Department Task Forces	14
G.	Assignment of Resources and Support Services	15
1.	Research Space Assignments.....	15
a.	Statement of Policy	15
b.	Definition of Research Space.....	15
c.	Research Space Assignment and Reassignment	16
d.	Criteria for Assignment or Reassignment of Department Research Space	16
e.	Criteria for Reduction or Loss of Assigned Department Research Space	17
2.	Office Space Assignments	17
3.	Administrative and Clerical Support Services.....	17
4.	Responsibilities of the Principal Investigators for Sponsored Research	17
a.	Release Time Appointments	19
b.	Earnings, Residuals and Development Accounts	19
c.	Audit Requirements	20
H.	Graduate Tuition and Fees	20
VI.	Departmental Faculty Workload Duties and Responsibilities	21
A.	Teaching Workload.....	21
B.	Faculty Responsibilities	21
C.	Assignments.....	21
D.	General Expectations	22
1.	Teaching.....	22
2.	Research.....	22
3.	Service.....	22
4.	Outreach.....	23
E.	Duties and Responsibilities by Type of Appointment	23
1.	Regular Tenure-Track Faculty	23
a.	Teaching Assignments	23
b.	Research and Other Scholarly Activities	24
c.	Service Activities	24
d.	Outreach Activities	25
2.	Regular Clinical-Track Faculty.....	25
a.	Teaching Assignments	25
b.	Collaborative Research and Other Scholarly Activities	25
c.	Service Activities	25
d.	Outreach Activities	25
3.	Auxiliary Faculty (Clinical Instructors, Visiting and Adjunct Faculty)	25
a.	Teaching Assignments	25

b. Collaborative Research and Other Scholarly Activities	26
c. Service Activities	26
d. Outreach Activities	26
F. Deviation from Guidelines on Faculty Workload.....	26
1. Newly Hired or Untenured Faculty.....	26
2. Chair of Major Committees	26
3. Negotiated Course Teaching Load Reduction	26
4. Increased Teaching Load	27
G. Disclaimer	27
H. Mentoring.....	27
VII. Leave and Related Policies.....	27
A. Leaves of Absence	27
1. Discretionary Absence	27
2. Absence for Medical Reasons.....	27
3. Faculty Members' Responsibility and Conflicts of Commitment	28
4. External Consultation.....	28
5. Core Criteria for External Consulting.....	29
6. Guidelines and Documentation.....	30
7. Financial Conflict of Interest	32
8. Supplemental, Off Duty Quarter, or One-Time Compensation Policies	33
a. Supplemental Compensation	33
b. Off Duty Quarter Appointment for 9-month Faculty	33
c. One-Time Cash Compensation	34
B. Departmental and University Policies and Overview of Faculty Professional Leave (FPL) Program.....	34
C. Special Research Assignment (SRA)	34
D. Unpaid Leave of Absence (LOA)	34
E. Entrepreneurial Unpaid Leave of Absence	34
F. Exclusion of Time from the Probationary Period.....	35
VIII. Procedures for Handling Appeals, Grievances, and Misconduct of Faculty, Staff, and Students.....	35
A. Overview of Issues and Process.....	35
B. Promotion and Tenure Appeals	35
C. Faculty Salary Equity Appeals Process and Procedures.....	35
D. Procedures for Addressing Complaints against Regular Tenure-Track, Regular Clinical-Track, Regular Research-Track, and Auxiliary Faculty Members	36
E. Student Complaints about Faculty	36
F. Staff Complaints	36
G. Grievance Alleging Sexual Harassment and Discrimination.....	36
H. Procedures for Handling Acts of Misconduct.....	37

Appendices

A. Organizational Structure of Department	39
B. Organizational Structure of Departmental Administrative Staff.....	40
C. Veterinary Clinical Sciences Mentoring Committee Program – New Faculty Members ...	41
D. Conflict of Interest/Conflict of Commitment Policy	50
E. Departmental Faculty Professional Leave Policy.....	56

PATTERN OF ADMINISTRATION FOR THE DEPARTMENT OF VETERINARY CLINICAL SCIENCES

I. INTRODUCTION

This document provides a description of the Department of the Veterinary Clinical Sciences and its policies and procedures. It supplements the Pattern of Administration of the College of Veterinary Medicine, the Rules of the University Faculty, and other policies and procedures of the University to which the Department and its faculty are subject. It is not intended to be in conflict with the Pattern of Administration of the College, the Rules of the University Faculty or other rules and procedures published by the University or those periodically updated and available on-line on the Board of Trustees website (<http://www.trustees.admin.ohio-state.edu>) and in the Office of Academic Affairs Policies and Procedures Handbook available at (http://oaa.osu.edu/OAAP_PHandbook.php). The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration document is subject to ongoing revision. The document must be reviewed and either revised or reaffirmed on appointment or reappointment of the Chair at the beginning of each term. However, revisions may be made at any time as needed or when deemed appropriate. Revisions to the Pattern of Administration will be made after broad input from Departmental faculty. Where necessary and appropriate, information contained in appendices can be added or revised and approved for inclusion in the Pattern without having to reaffirm the entire Pattern document. All reaffirmations or revisions are subject to approval by the Dean of the College and the Office of Academic Affairs. A copy of the revised or reaffirmed Pattern of Administration will be made available to all present and prospective members of the Department, and a copy will be deposited in the Office of the Dean of the College, and the Office of the Executive Vice President and Provost of Academic Affairs. The document will also be posted on the Departmental intranet website.

Changes in any portion of this document will be circulated whenever necessary, and a revised edition of the total document will be published and posted on the Departmental intranet website.

Departmental criteria and procedures according to which recommendations are made concerning appointments, dismissals, salary adjustments, promotion in rank, and matters affecting the tenure of the faculty are set forth in the Departmental *Appointments, Promotion and Tenure Criteria and Procedures* and are not discussed in this document.

II. DEPARTMENT MISSION, VISION, CORE VALUES, AND GUIDING PRINCIPLES

A. Mission

The **mission** of the Department of Veterinary Clinical Sciences is the advancement of animal health and well-being through providing exceptional educational experiences, delivering outstanding veterinary care, and discovering innovative methods to diagnose, prevent and treat disease. In support of these activities, we manage comprehensive professional and post-graduate curricula; provide leading-edge veterinary medical care; engage in consultation services and

outreach activities that benefit the public and veterinary profession; and perform meaningful clinical, basic, and translational research for the improvement of animal and human health.

B. Vision, Core Values, and Guiding Principles

Our **vision** is to create and maintain academic, clinical, research, and outreach *programs that are recognized nationally and internationally for their quality and innovation*. While striving toward this vision, we are mindful of values that guide our personal and collective works. Central to these are intellectual integrity, professionalism, innovation, commitment, accountability, and a drive for excellence. These core values are representative of the standards and principles* we embrace individually and collectively.

1. *Values and Principles Guiding Department

a. Group Values and Principles

- *Commitment to Programmatic Growth* – we will develop and advance our programs for the benefit of our students, animal health, and the profession
- *Commitment to Public Service* – we serve the public through outstanding patient care, consultation, continuing education and outreach
- *Commitment to the Profession* – we serve our profession through consultation, engagement with professional societies and governing bodies, and by provision of continuing education
- *Commitment to our Students* – we believe that the education of our professional and post-graduate students is paramount
- *Discovery* – we strive to find better ways to improve animal and human health through clinical, basic, and translational research
- *Impact* – we perform meaningful research that impacts and enhances animal health and veterinary medical care
- *Inclusiveness* – we value and encourage the participation of all members of our team in discussion and decision-making
- *Innovation* – we advance our academic and clinical programs through personal creativity and collaborative innovation
- *Inspiration* – we motivate our students to embrace our profession and explore the many opportunities available to members of our profession
- *Involvement* – we understand that our personal engagement in departmental, college, and university programs and service is pivotal for advancement of our departmental goals
- *Leadership* – we are active in our academic, hospital, and specialty communities
- *Programmatic Goals* – we emphasize performance and outcomes as benchmarks of academic and clinical success
- *Quality* – we strive continuously for excellence in our teaching, research, clinical practice, service, and outreach efforts
- *Responsibility* – we recognize our collective responsibilities for careful management and strategic optimization of resources
- *Teamwork* – we recognize that programmatic success depends on each of us working together selflessly towards our collective goals

b. Personal Values and Principles

- *Accountability* – we are answerable for our individual actions and responsibilities
- *Balance* – we seek an appropriate work-life balance
- *Clinical Expertise* – we strive to maintain and advance our clinical expertise
- *Collegiality* – we foster positive, collaborative relationships and interactions with faculty colleagues, staff, and students
- *Communication* – we engage in honest, forthright, issue-oriented, and civil dialogue
- *Compassion* – we treat our patients, students, and colleagues with understanding, empathy, and kindness
- *Composure* – we maintain a professional comportment during stressful events
- *Contribution* – we understand that our individual engagement and involvement in programs is critical to both programmatic and personal success
- *Efficiency* – we aim to improve our delivery of care and services while always maintaining focus on the quality of our work
- *Enthusiasm* – we value and foster enthusiasm and positive thinking
- *Ethics* – we embrace the importance of both personal and professional ethics in our work, behavior, and lives
- *Hard Work* – we value individual initiative and personal dedication to the job
- *Humor* – we believe that appropriate humor can enhance the work environment and help people connect
- *Inquisitiveness* – we value curiosity and seek understanding
- *Integrity* – we approach academic issues, research, and patient-care ethically and with intellectual honesty
- *Learning* – we embrace life-long learning
- *Loyalty* – we value loyalty to our collective ideals, programs, and colleagues
- *Open-mindedness* – we listen and openly and fairly consider new ideas or other viewpoints
- *Optimism* – we balance introspection, analysis, and constructive criticism with a positive attitude and outlook regarding our programs, profession, and people
- *Passion* – we sincerely care about our programs, students, colleagues, patients, and clients
- *Persistence* – we celebrate diligence and determination
- *Professionalism* – we honor colleagues whose behavior reflects credit on our profession
- *Reflection* – we accept constructive criticism and hold personal accountability as pivotal to programmatic success and professional development
- *Respect for Differences* – we recognize, respect and value diversity as a source of strength
- *Satisfaction* – we believe that learning and working together create many opportunities for professional gratification and personal enjoyment.
- *Service* – we embrace a “customer-oriented” approach in the delivery of patient and client care
- *Trust* – we appreciate that learning to trust each other is a fundamental step in achieving our vision of programmatic distinction

III. FACULTY

Faculty Rule 3335-5-19 <http://trustees.osu.edu/rules5/ru5-19.php> defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the voting faculty of this Department include regular faculty with compensated FTEs of at least 50% in the Department. Auxiliary faculty, emeritus faculty, and regular faculty joint appointees with FTEs below 50% in this Department 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.

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 Criteria and Procedures document.

IV. ORGANIZATION OF DEPARTMENT SERVICES & STAFF

The administrative staff of the Department is organized to provide human resource, fiscal, logistical, operational and managerial support including but not limited to purchasing of goods and services, management of grants and contracts, travel arrangements, general secretarial and clerical needs, educational services, and human resources support (*described in Section V*). The Chair or designee has overall responsibility for appointing, supervising, and evaluating the staff. The Chair or designee is directly responsible for supervising and conducting an annual performance evaluation of the Departmental Administrative/Business Manager. The Departmental Administrative/Business Manager supervises and evaluates the remainder of the staff. General information on staff hiring procedures is available at the Office of Human Resources website at: <http://www.ohr.ohio-state.edu>.

V. OVERVIEW OF DEPARTMENTAL ADMINISTRATION & DECISION-MAKING

Departmental governance proceeds on the general principles that the more important the matter, the greater the need for inclusive participation in the decision making process, and the greater the need for majority agreement to be a part of any decision. Policy and program decisions are made in a number of ways: by the faculty as a whole, by standing or ad hoc committees, or by the chair. Open discussions, both formal and informal, constitute the primary means of reaching decisions.

A. Department Chair

1. Appointment of the Department Chair

The Chair (including Interim or Acting) is appointed and reappointed by the Dean, subject to the approval of the Executive Vice President and Provost, President, and the Board of Trustees. The Dean determines whether the appointee will be selected from the within faculty following an internal search, selected following a national search, or selected in some other manner. The Dean will appoint any search committee. The Dean may appoint an Interim Chair as a formal

replacement during a search (i.e., while the Chair position is vacant) or an Acting Chair, as a replacement for a Chair on leave (i.e., while the position is filled).

The Dean determines the term of appointment based on the needs of the Department, circumstances of the appointee, and other considerations. Normal appointments are for four-year terms with mid-year appointments terminating at the end of the third full academic year. Shorter appointment periods may be specified in special circumstances. All reappointments take effect on July 1, regardless of the start date. The Chair is subject to regular performance review and may be removed at any time. For additional information on the review of principal administrative officials, see Section S of the University Bylaws 3335-1-03, which can be viewed at the following website: <http://trustees.osu.edu/bylaws/bl1-03.php>.

2. Duties and Responsibilities of the Chair

The Chair serves as the head of the Tenure-Initiating Unit (TIU). The primary responsibilities of the Chair are set forth in Faculty Rule 3335-3-35 <http://trustees.osu.edu/rules3/ru3-35.php>. 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 <http://trustees.osu.edu/rules6/index.php>, also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure (the Departmental Appointments, Promotion and Tenure Criteria and Procedures), which must be consistent with policies and procedures set forth by the Office of Academic Affairs (http://oaa.osu.edu/OAAP_PHandbook.php).

The Chair will lead the Department with integrity, transparency and by positive example. 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 Departmental programs, subject to the approval of the Dean of the College.
- To conduct the business of the Department with efficiency and dispatch while complying with all University, State and Federal laws, rules, and policies regarding financial or other appropriate areas of governance. The Chair should communicate regularly to distribute information to enhance the missions of the Department. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To encourage and promote the research, education, patient management and client services, service and outreach activities 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 and to direct modifications or improvements as needed; 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 ensure that all faculty members, regardless of their assigned location, are offered the 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 ensure adequate supervision, training and mentoring are provided to faculty, staff and students who may benefit from such assistance.
- To prepare, after appropriate consultation with the Steering Committee, 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. Evaluations will be based on performance, diversity and inclusiveness will be valued at all levels and persons will refrain from discourse that humiliates or degrades in any manner. The Chair will set an example and 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 Steering and Faculty Meetings; Departmental Policies, Procedures, Guidelines and Protocols; and documents pertaining to other necessary and important matters are maintained on a Departmental intranet site.

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 document, 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 Deans and Chair meetings, the College's Executive Committee 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. Associate Chair Appointment and Responsibilities

1. Appointment

The Chair may appoint an Associate 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.

2. Duties and Responsibilities

The responsibilities of the Associate Chair are dictated by the Chair, and these will be described and documented at the time of appointment. The Associate Chair will assist the Chair in ensuring that all duties are completed with dispatch, efficiency, and with professionalism.

C. Service Head

1. Appointment

The Chair will appoint a faculty member as the Service Head of each recognized Service (See Appendix A for a list of Services). Additional Services within the Department can be approved and recognized by the Chair in consultation with the Departmental Steering Committee. The term of the appointment for Service Heads is one year and is renewable. Service Heads are members of the Departmental Steering Committee and them or their designee are members of the Hospital Steering Committee and Hospital Executive Committee.

2. General Philosophy and Expectations

Service Heads will conduct themselves in a collegial, civil, professional and ethical manner so as to set an example for other faculty, staff and students in order to promote an excellent learning and working environment. Trust, cohesion, and accountability among service members are paramount. Day to day responsibility for specific matters may be delegated but the Service Head retains final responsibility and authority for all Service Unit matters covered by this Pattern, subject to the approval of the Chair. Operational efficiency requires that the Service Head exercise some autonomy in establishing and managing administrative processes but all faculty members should participate in discussing and deciding matters of importance. The Service Head will consult with the faculty on policy issues and will respect the principle of majority rule. When a departure from majority rule is necessary, the Service Head will explain the reasons, ideally before action is taken. Disputes should be brought to the attention of the Chair. It is the responsibility of the Service Head to represent the collective views of the service faculty at the

Steering Committee meetings and other appropriate venues and make recommendations to the Chair regarding matters pertinent to the missions of the Department.

3. Duties and Responsibilities

The Service Heads will have general administrative responsibility, including leadership and guidance of the academic and clinical programs of the service subject to approval of the Chair. Duties of the Service Head will be assessed and/or modified by the Chair in consultation with the Departmental Steering Committee and in accordance with the appointment and/or annual review letters. This broad responsibility includes the supervision of faculty and staff.

Specifically, the Service Head should:

- Ensure appropriate clinic scheduling to maintain excellent clinical teaching, client and referring veterinarian service and patient care.
- Develop a strategic plan that is aligned and integrated with Departmental and Hospital strategic plans, including a progressive program to encourage research and educational investigations.
- Evaluate and improve instructional, administrative and operational processes on an ongoing basis in order to promote continual improvement of instruction and student learning.
- Upon request, will make annual recommendations to the Chair and Hospital Director on performance evaluation of members in accordance with both University and Department criteria.
- Adjudicate leave (vacation, professional leave, etc.) requests for members. Approval (by signature) signifies that the absence will not negatively impact teaching, client service, patient management, intern/resident training or colleagues. Service Heads will maintain a service calendar to ensure coverage. All leave and travel must follow College and University guidelines and be aligned with Departmental policies.
- Facilitate effective business practices including the completion of estimate sheets, communication logs, and medical records, effective communications with clients and referring veterinarians, efficient case work-ups and proper patient management, assessment of complete patient charges for medical care provided, and other related activities.
- Convene meetings on a regular basis and maintain minutes. The minutes should include names of attending and reflect the discussion points and their outcome, action plan, timeline and responsible party. After approval, the minutes should be posted on the Departmental intranet site and archived for the appropriate time.
- Ensure that residents/graduate students are provided appropriate orientation, guidance/mentoring, evaluation and feedback.
- Delegate, where appropriate, tasks to other service members to enhance engagement and distribute the workload.
- Oversee responsibilities for continuing education, outreach, and engagement activities.
- Oversee, manage and assign funds related to visitors, continuing education, and development.
- Be accountable for and compliant with appropriate and relevant financial, personnel and other administrative and business activities.
- Manage the visiting clerkship/scholar program.

- Ensure representation at awards events (Student Honors and Awards; Resident Certificate Ceremony) and other functions.
- Ensure appropriate supervision and training for those faculty and staff that may benefit from such assistance.

D. Departmental Voting Procedures and Guidelines

Special policies pertain to voting on personnel matters, and these are set forth in the Department's Appointments, Promotion and Tenure Criteria and Procedures. For purposes of discussing Departmental 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 50% of all faculty members eligible to vote. When necessary and depending upon the nature of the issue, voting may occur among all regular Departmental faculty members or members of the Departmental Steering Committee. A decision for when a vote is needed and which body will vote (regular faculty or steering committee) will be determined by the Chair. 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 position is supported by a simple majority (50% +1) of a quorum of faculty members eligible to vote. Balloting will be conducted by written ballot, mail or e-mail when necessary to assure maximum participation in voting. 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 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.

E. Retention of Meeting Minutes and Other Records

The Department must comply with *The Ohio State University Operating Manual*, the State of Ohio public records laws, and all federal laws in regards to records retention and management. According to the Manual: “...records on a Records Retention and Disposition Schedule (either a general or Departmental schedule) may be discarded after the expiration of the assigned retention period. Records not on a Records Retention and Disposition Schedule may not be discarded until a records appraisal has been made by the University Archivist.” The information regarding the retention of records is based on federal and Ohio laws and should be followed as such. Further, records are present in many forms; therefore these retention guidelines pertain to records in physical mediums, as well as those in electronic mediums.

It is the responsibility of faculty members, service heads, committee chairs and others to maintain the applicable records. At the time of writing, current basic retention guidelines for some common forms/files/materials include the following: Current guidelines can be found at (<http://library.osu.edu/sites/archives/retention/records.php>).

- Advising files – retain while active + 1 year
- Class/Course evaluations – retain 5 years
- Class Roster – retain 1 year

- Course Syllabi – retain while active + 6 years
- Grade Reports – retain while active + 2 quarters
- Student files – retain while active + 6 years
- Tests/Exams – 2 quarters
- General files (correspondence, reports, email, etc) – retain 1 year
- Minutes (steering, academic and search committees, etc.) – retain 3 years
- Newspaper clippings – retain 3 years
- Research proposals, approved – retain 5 years after expiration of project
- Research proposals, rejected – retain 1 year
- Transient material – all information and/or temporary messages – retain until no longer of administrative value

Please see the following website if the record retention schedule allows for destruction:
<http://library.osu.edu/sites/archives/retention/disposition.php - destruction>

Please see the following website if the record retention schedule requires transferring records to The Ohio State University archives:
<http://library.osu.edu/sites/archives/retention/disposition.php#transfer>).

NOTE: This is not a complete list. Faculty shall review the websites for further details and exact procedures. Additional types of records are listed. Faculty in the Department shall consult with the Departmental administrative offices prior to disposal to ensure compliance with University policies.

F. Committees, Subcommittees and Task Forces

Much of the development and implementation of the Department's policies and programs is performed 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 Promotion and Tenure Committee.

1. Faculty Meetings

The Chair will schedule a Department faculty meeting a minimum of once every quarter. The date, time, and agenda of the meeting will be announced at least one week in advance. Faculty forums or additional faculty meetings may be convened as needed by the Chair or through a written request (signature of one-third of regular faculty members required). Minutes of each meeting, including a list of those present, will be recorded by a designee of the Chair and will be circulated in advance of the next meeting. The minutes will be amended as needed and appropriate and then approved by a simple majority vote of the faculty present at the meeting. The approved minutes, along with pertinent documents introduced during the meeting, will be kept in the Department Office as a permanent record. Minutes of faculty meetings and other meetings will be posted on the appropriate Departmental intranet site. Policy matters pertaining to Department operation shall be discussed and approved by a majority vote provided a quorum (50% of regular faculty) is present. Should less than 50% of the regular faculty be present, the issue will be settled by a ballot vote of all regular faculty. Voting rights are restricted to regular Department faculty only (50% or greater appointment). The rules contained in *Roberts Pocket*

Manual of Rules and Order shall determine the parliamentary practice of meetings in which voting is conducted. Approved policies will be appended to this *Pattern of Administration* document.

2. Faculty Committees

Standing and *ad hoc* committees as well as task forces or other working groups are appointed in the Department. The membership of and charge to each committee or task force will be announced to the faculty unless the charge relates to confidential matters (e.g., scientific misconduct). Although a set number of faculty members are not required for committees or task forces, a minimum number of faculty members to achieve broad and diverse representation across services and disciplines are appropriate. The Chair will make appointments to standing committees, *ad hoc* committees and task forces or other working groups. Unless otherwise indicated, all committees shall advise the Chair following consultation with appropriate sources including student groups.

Standing committees are those, which by the continuity of their activities, are most important to the ongoing functions of the Department. Each standing committee will be encouraged to develop standard procedures that will be distributed to all faculty members. The standing committees include the Departmental Steering Committee (DSC); the five Departmental Academic Committees [Departmental Professional Education Committee (PEC), Departmental Post-Professional Education Committee (PPEC), Departmental Research Committee (DRC), Departmental Mentoring and Faculty Development Subcommittee (DMFDS), and Departmental Promotion and Tenure Subcommittee (DPTS)]; the Departmental/Hospital Quality of Life Committee (DHQOLC); Departmental Awards and Honors Recognition & Nomination Committee; and Departmental Website Committee. Additional standing committees can be formed by the Chair with input from the DSC when the need arises.

Formation of *ad hoc* committees and/or task forces will be utilized to address focused issues requiring faculty input. The Chair, with input, will select the members and appoint the chair of all *ad hoc* committees and task forces. Examples of *ad hoc* committees include those for faculty searches, computing, capital equipment, special events, core services, space, and strategic planning. Any regular faculty member is eligible to serve on Department standing or *ad hoc* committees unless otherwise indicated. Auxiliary, courtesy, or emeritus faculty, staff, and students may be appointed to *ad hoc* committees and/or task forces at the Chair's discretion. All committees are encouraged to seek wide input on matters under consideration.

Appointment of Departmental faculty members to College committees and councils will follow the College's *Pattern of Administration*. If not specified in the College documents, the Chair will make a recommendation(s) to the Dean for appointment of Departmental faculty members to College committees and councils.

3. Departmental Steering Committee (DSC)

The DSC serves in an advisory capacity to the Chair as a representative body of the regular faculty regarding matters of Department business and other issues. The DSC is a non-voting group and is not a governing body. The DSC is composed of all Service Heads (See Appendix A), the Chairs of the five Departmental Academic Committees, the Hospital Director and the

Associate Chair (if appointed). A staff member will attend to record notes and prepare minutes with the assistance of the Chair or designated DSC member.

The DSC will be consulted regarding matters pertaining to the budget; policies, procedures, protocols and guidelines; allocation of resources and support services; prioritization of equipment requests; awarding of research leaves; and other activities. The DSC will act as an advisory committee to the Chair for selection or nomination of faculty members to committees. The DSC may be requested by the Dean to assist in the formulation of procedures for review and/or appointment of the Chair. The DSC will meet twice per month. The agenda for DSC meetings will be established by the Chair with input from the DSC membership. An agenda for each meeting with any pertinent documents will be provided in advance. The minutes of each meeting will be reviewed, amended if needed, and approved at the next DSC meeting. All DSC meeting minutes will be posted on the Departmental intranet website. The DSC may conduct some business matters via email or by telephone to expedite decisions or gain the opinions of members who cannot attend. Any business conducted electronically or by telephone will be included in minutes. Matters of a personal nature and sensitive or confidential information will not be distributed but will be kept as part of the permanent committee record.

4. Departmental Standing Committees and Subcommittees

a. Departmental Academic Committees and Subcommittees

i. Departmental Promotion and Tenure Committee, Subcommittee and Annual Review Committee – The composition and responsibilities of these committees are located in the Departmental Appointment, Promotion and Tenure Criteria and Procedures.

ii. Departmental Research Committee – This committee is responsible for promoting and fostering scientific discovery within the Department including basic, clinical, translational and applied clinical research. Members of the committee will be appointed by the Chair to represent specific constituencies. The Chair may consult the members of the DSC regarding selection of committee members if necessary. The committee will identify effective mechanisms to promote multidisciplinary, intra- and inter-Departmental collaborative research endeavors by enabling effective and efficient exchange of ideas through regularly scheduled meetings, a Departmental research seminar series, invited guest scientist seminars and interactions, and other interactive activities. Additionally, the committee will identify resources that could advance the Department's research activities, including personnel, equipment and facilities. The committee will develop a strategic plan for optimizing the Department's research quality and productivity and to advance the Department's research enterprise.

iii. Departmental Post-Professional Education Committee – This committee is responsible for establishing training benchmarks and guidelines for, as well as oversight of all intern and resident clinical training programs and the MS graduate program. Members of the committee will be appointed by the Chair to represent specific constituencies. The Chair may consult the members of the DSC regarding selection of committee members if necessary. The committee will periodically assess the effectiveness of the selection criteria for clinical and graduate training programs and make recommendations for improvements. The committee will evaluate and approve new training programs in the Department. The committee will be responsible for annually re-evaluating the Departmental graduate handbook and

recommending changes or additions. Substantive programmatic changes must be presented to and discussed by the full regular faculty of the Department. The committee will develop a plan to foster excellence in the intern, resident and graduate student education, training and mentoring programs.

iv. Departmental Professional Education Committee – This committee is responsible for fostering excellence in pre-clinical and clinical professional student education, enhancing faculty teaching skills and career development, and advancing the scholarship of teaching. Members of the committee will be appointed by the Chair to represent specific constituencies. The Chair may consult the members of the DSC regarding selection of committee members if necessary. The committee will develop, implement and reassess activities and practices including curricular evaluation and revision; development of innovative/creative teaching methods and materials; and promotion of scholarly activity related to teaching methods and evaluation. The committee will develop improved methods of student and peer evaluation of teaching to optimize the efficiency and effectiveness of Departmental teaching and learning. The committee will have oversight on the use of appropriate orientation materials for clinical rotations including syllabi, expectations, learner objectives, and other educational materials/resources. The committee will develop a “Best Practices Document for Clinical Teaching”. The committee will review the Departmental elective course offerings at least every three years.

v. Departmental Mentoring and Faculty Development Committee and Subcommittee – This committee is responsible for the processes associated with the Department’s mentoring and career development program. All Departmental faculty members are encouraged and expected to participate in the Departmental Mentoring and Faculty Development Program and as such are considered to be the Departmental Mentoring and Faculty Development Committee. Members of the subcommittee will be appointed by the Chair to represent specific constituencies. The Chair may consult the members of the DSC regarding selection of committee members if necessary. Faculty from outside of the Department may also be invited to participate on individual faculty mentoring committees where appropriate. The Mentoring and Faculty Development Subcommittee will organize, plan, evaluate and modify the VCS Mentoring and Faculty Development Program with input from the faculty. The goal of the mentoring program is to facilitate career advancement and retention of our faculty as career clinical educators, researchers and specialists. The mentoring program will consist of both formal and informal activities with the goal of fostering a nurturing environment and appropriate work-life balance for all faculty members.

b. Other Departmental Standing Committees

i. Departmental Quality of Life Committee – This committee will work collectively and cohesively with the Hospital’s (VTH) Quality of Life Committee. The combined VCS/VTH Quality of Life Committee will be comprised of faculty and staff who will work together with the College’s Quality of Life (QOL) committee. Members of the committee will be appointed by the Chair and Hospital Director to represent specific constituencies. They may consult the members of the DSC or Hospital Steering Committee (HSC) regarding selection of committee members if necessary. The committee will help implement recommendations made by the College’s QOL committee in order to improve the working and learning environment. The committee will implement activities to promote an excellent working and learning atmosphere.

ii. Departmental Development Committee – This committee will work in conjunction with the College’s Development Office, the faculty, Chair, Hospital Director, and the Dean of the College to promote giving to the Department, Hospital and College. Members of the committee will be appointed by the Chair to represent specific constituencies. The Chair may consult the members of the DSC regarding selection of committee members if necessary.

iii. Departmental Awards and Honors Recognition & Nomination Committee – This committee will identify awards, honors, newsworthy items and other forms of recognition for Departmental faculty, house officers, graduate students and staff, and prepare appropriate nomination materials. The committee will facilitate the dissemination of information regarding scholarly achievements and awards and honors by bringing this to the attention of the Chair. The Committee is comprised of the three Departmental faculty representatives to the College’s Honors and Awards Committee in addition to the Chair.

iv. Departmental Website Content Committee – The purpose of this committee is to regularly assess the content of the material on the VCS/VTH website and make recommendations for changes or enhancements to maintain the accuracy and currency of material. The committee should work closely with the Chair, Hospital Director, service heads and the College’s website support staff. Members of the committee will be appointed by the Chair to represent specific constituencies. The Chair may consult the members of the DSC regarding selection of committee members if necessary.

5. Departmental *Ad-Hoc* Committees

a. Departmental Strategic Planning Committee – This committee will develop and reassess the Department’s 3-5 year strategic plan. Members of the committee will be appointed by the Chair to represent specific constituencies. The Chair may consult the members of the DSC regarding selection of committee members if necessary. The committee will assess the Departmental strategic plan each year to identify and disseminate accomplishments/achievements made toward the plan and to revise the strategic plan for subsequent years.

b. Departmental Space Allocation Committee – This committee will assess the use of VCS space (offices and research labs) on an as needed basis and make recommendations to the Chair for optimizing effective use of space assigned to the Department. Members of the committee will be appointed by the Chair to represent specific constituencies. The Chair may consult the members of the DSC regarding selection of committee members if necessary. The Dean maintains final authority over the distribution and use of College space.

c. Departmental Faculty Search Committees – Guidelines for search committee appointment, responsibilities and guidelines can be found in the Departmental Appointments, Promotion and Tenure Criteria and Procedures.

6. Departmental Task Forces

A task force is a temporary committee or group formed to accomplish a particular objective. Task forces will be comprised of the minimum number of faculty (and staff where appropriate)

required to assure broad representation and successfully accomplish the objective. The Chair will appoint the members and the chair of each task force. Each task force will be charged with specific, defined and focused objective(s) and be provided a timeline. The task force will be dissolved upon completion of the task.

G. Assignment of Resources and Support Services

The Chair is responsible for the fiscal and academic health of the Department and for assuring that all resources—fiscal, human, and physical—are allocated in an effective manner that will increase the likelihood of achieving the Department’s goals and missions. The Chair will consult the DSC periodically on resource allocation matters and discuss the Departmental budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds to achieve specific Departmental goals. However, final decisions on budgetary matters rest with the Chair.

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 Dean maintains final authority for distribution and use of research space with input from the College Space Committee and the Office of Research and Graduate Studies. The allocation of office space will include considerations such as achieving proximity of faculty in sub-disciplines and productivity and grouping staff functions to maximize efficiency. The allocation of salary funds is discussed in the Departmental Appointments, Promotion and Tenure Criteria and Procedures.

The Chair is specifically responsible for allocating or distributing the following non-inclusive list of Departmental resources.

1. Research Space Assignments

a. Statement of Policy

Faculty members shall be assigned research space according to the needs of their program and the space available. The Chair will negotiate research space with each faculty member in order to accommodate the needs of their research programs according to the administrative guidelines established by the Department and College. The Dean is responsible for assigning and administering all College space.

b. Definition of Research Space

Departmental research space, defined by OSU policies of space inventory, is obtained by negotiation between the Dean and the Chair. The Chair, governed by Department Pattern of Administration, administers Department space and the Dean regularly assesses its use. The Dean shall supervise new research space (as defined by the OSU Facilities Planning Office) added through construction, and this space shall be designated as College space until it is assigned to a Department for the use of a specific faculty member and/or research program. During this assignment, that research space shall be designated as Departmental space and shall be administered by the Department according to its Pattern of Administration.

c. Research Space Assignment and Reassignment

The Chair has the primary responsibility for assignment of Departmental research space to individual faculty or research programs. The Chair will consult with the DSC and other appropriate committees when conflicts occur. If the Chair cannot resolve Department research space needs within Department resources or if the space needs of faculty cannot be accommodated, the Chair will negotiate with the Dean for additional space. The Dean, in turn, shall seek recommendations from the Council for Research or designated Research Committees for resolution of Department research space needs.

d. Criteria for Assignment or Reassignment of Departmental Research Space

The Chair will use the following ranked priorities in making decisions on research space assignments:

- Departmental tenure-track faculty funded as principal investigators by multi-year extramural research support funds that provide for the full indirect costs of the project. Full indirect costs are defined as the current negotiated rate by OSURF for conventional research projects and clinical research projects.
- Newly hired Departmental tenure-track faculty who have substantial research time commitments outlined in their letter of offer and who are supported by Department start-up packages compatible with this research commitment.
- Departmental tenure-track faculty funded as principal investigators by multi-year extramural research support funds that provide partial payment of the indirect costs of the project.
- Departmental tenure-track faculty funded as principal investigators by internal research support funds wherein indirect costs are not provided by the grant award.
- Departmental tenure-track faculty formerly funded as principal investigators by external research grants and who are actively seeking renewal funding or new research grant support. These faculty members are expected to provide the Chair with materials (copies of grant proposals, critiques, etc) that document this effort.
- Departmental tenure-track faculty formerly funded as principal investigators by internal research support grants that are actively seeking renewal funding or new research grant support. These faculty members are expected to provide the Chair with materials (copies of grant proposals, critiques, etc) that document this effort.
- Departmental clinical-track faculty may also have a need for assignment of research space, and when this need is justified, the Chair can assign this space in accordance with the demonstrated need and for the appropriate time.

e. Criteria for Reduction or Loss of Assigned Department Research Space

Because of the limited availability of Departmental and College research space, its utilization will be reviewed and justified at the time of annual faculty and staff reviews in accordance with strategic research plans and unsatisfied space needs. When research space is available to accommodate funded research programs, non-funded faculty will be given the opportunity to develop further funding for their research program. Departmental considerations for research space re-assignment will therefore be based also upon documentation of the occupant's research plans and probabilities of success in acquiring research funding. Whenever possible, a period of two non-funded years shall be granted to the faculty member. In this case, documentation of progress to obtain extramural research funding must be provided. Research space may be shared with other faculty or re-assigned to other faculty members as recommended by the Chair or, if necessary, by the Dean.

2. Office Space Assignments

The Chair will assign faculty, staff, and student office space as appropriate for job title and duties. The Chair will attempt to place office space in convenient locations of sufficient size and configuration to accommodate the activities of the faculty, staff, or student. Regular faculty will be given office space priority. When available emeritus, auxiliary and adjunct faculty may be assigned office space. Other factors include, but are not limited to, job productivity, years of service, rank, location in relationship to research, teaching, or service laboratories, enhancement of programmatic synergy, and recruitment priorities.

3. Administrative and Clerical Services

Administrative, secretarial and clerical services will be accessible to all faculty, staff, and graduate students. Secretarial personnel provide assistance with word processing, faxing, copying, scheduling, preparation and submission of institutional animal care and use proposals, and other communications. Business office support services include processing of requisitions for supplies, services and equipment; travel arrangements and reimbursements; fiscal assistance that provides monthly balances on all research projects, grants or other accounts; budget preparation and special fiscal reporting services; and personnel actions that include processing monthly appointments, hourly payrolls, and benefits. The organization of the Departmental Administrative and Secretarial/Clerical Staff is provided as an organizational flow chart in Appendix B.

4. Responsibilities of Principal Investigators for Sponsored Research

The following apply to all faculty seeking or managing sponsor funded projects and emphasize key aspects of Ohio State University Research Foundation (OSURF) policies and resources available to assist PIs. Complete information on OSURF and other grants management policies can be found at: (<http://research.osu.edu/>).

The University expects all researchers to complete the following requirements prior to initiating research:

- PA005 Form—Permission to Seek Off-Campus Funding
- Conflict of Interest (COI) Screening and Disclosure Form

- Occupational Health Registration and Occupational Health Risk Assessment
- Occupational Health and Safety Training (as an on-line course)
- Animal Usage Orientation Training (as an on-line course)
- Institutional Animal Care and Use Committee (IACUC) Personnel Form
- IACUC-approved Animal Care and Use Protocol

Faculty are encouraged and expected to seek advice and guidance from the College Office of Research and Graduate Studies and the Research Foundation (OSURF) regarding extramural grants and contracts. Faculty should adhere to all University, College and Departmental policies and guidelines regarding seeking and accepting extramural grants and contracts, completing the associated work, and effectively manage grants and contracts.

All principal investigators (PI's) must regularly review all their sponsored research grants and provide correct personnel assignments and percent effort (release time forms) to accurately reflect the personnel efforts. These should be aligned with the PA005 Off Campus Funding Request forms on the proposals. The PI must appoint all personnel on their extramurally funded grants to reflect their actual percent effort on the projects. All PIs must document their percent effort in total for all their activities to ensure that their commitments do not exceed 100%.

The PI is responsible for initiating all project-related transactions including requisitions for any equipment, supplies, and services. Staff hiring is initiated by requesting that the Departmental Human Resources Professional (HRP) enter the appropriate job description into the University's HR system for review and approval. The PI and the HRP work together to ensure that personnel appointments are appropriately updated and funds are in place to support personnel assigned to the project. Prior to undertaking any sponsored project, it is important that all PIs understand the administrative requirements of the project. Every individual who participates in a Research Foundation administered project (except fellows, trainees and research subjects) is required to sign and return a copy of the Ohio State University Sponsored Project Participation Agreement (Form PCA-03). It is the PI's responsibility to ensure that required technical progress reports are submitted to the sponsor on time.

The PI is responsible for monitoring project expenditures and commitments to ensure that the project budget is not exceeded. The Research Foundation provides current project financial data as well as month end financial statements through the PI Portal at <https://eResearch.osu.edu>. A PI may designate other persons as "Authorized Signers" for the project but the PI retains responsibility for ensuring that the project is conducted within the authorized budget. The direct cost portion of any over-expenditure is transferred to the Department. The PI is responsible for covering all over-expenditures by transferring funds from an appropriate account (earnings, residuals, development, etc.).

The PI is responsible for managing intramural grants or accounts in a fiscally responsible manner, and where applicable should follow similar processes as for extramurally funded projects. It is important for the PI to work closely with Departmental and College fiscal and grants management personnel to effectively manage these accounts and projects. The PI should maintain a log of all expenditures to ensure that the account is not overspent. If a project funded through an intramural account is overspent, then any funds available to the PI (earnings, residuals, release time, development, etc.) will be used to offset this over-expenditure.

a. Release Time Appointments

Release time appointments occur when the Department and College approve the *release* of an individual to enable them to participate on one or more sponsored projects. Release time appointment forms are submitted to the Research Foundation Project Payroll Department through a Release Time Appointment (Form GA-004), which is found at <http://rf.osu.edu/forms/index.cfm>. This form must be submitted in a timely manner. Retroactive forms require special approval that is not automatically granted. The release time appointment has no effect on the basic pay arrangement of the employee. Release Time consists of two types, i.e., sponsor and cost-sharing:

Sponsor – Refers to time charged against project funds for which the University is reimbursed through the Research Foundation.

Cost-Sharing – Refers to time reported on the sponsored program and allocated to the Ohio State University contribution portion of the monthly Project Financial Summary. See the instructions and copy of the Release Time Form in Forms.

Faculty seeking to perform sponsored research must request support on all extramural research proposals, unless not permitted by regulations of the funding agency. The PI must provide documentation to the Chair if this is not permitted by the agency when submitting the PA-005 form. The PI must appoint all personnel on extramurally funded grants to reflect their actual percent effort. The release time funds generated will be used to promote scholarly activities in the Department. Release time funds from extramurally funded grants generated by regular faculty members will be divided as follows: 60% to the faculty member to enhance his/her research and graduate teaching efforts and 40% to an account managed by the Chair (35%) and Dean (5%) to be used to promote research and graduate teaching activities in the Department. The above policy refers only to release time dollars generated from extramural sources; intramural release time dollars will be evaluated on a case-by-case basis.

Examples of the use of Departmental release time funds include: graduate student interim stipend support; equipment repair or purchase; honoraria or travel expenses for seminar speakers; start-up packages for new faculty hires; faculty interim (bridging) research support; and minor research laboratory renovations. Application for these funds should be made to the Chair in writing including adequate justification and estimated cost. A record of all requests will be kept on file and be available to faculty members upon request.

b. Earnings, Residuals and Development Accounts

Departmental faculty members are encouraged to develop various earnings accounts that are consistent with the policies and practices of the Department, Hospital, College and University. The purpose of these accounts is to foster professional and career development, advancement of the individual's academic program(s), and for initiatives that advance the unit's, service's or Department's programs. All earnings accounts will be assessed a minimum of a 10% tax by the Department for the administrative and operational effort and oversight. The Department will use its share of these funds to strategically advance programs in support of the Department's academic missions.

Unspent residual funds in excess of 25% of the budgeted funds will require justification to and approval by the Chair to retain. Otherwise, these funds or a portion thereof will go to the Department for strategic use in advancing the academic missions. Residual funds from grants and contracts funded by extramural sources having no release time included in the budget will be divided 60% to the investigator to be used in support of his/her research and teaching program and 40% to the Department in accordance with the percentage effort listed on the grant (PA-005). The Departmental funds will be used strategically to advance programs in support of the Department's academic missions.

Residual funds from intramural grants will be returned to the source/account of origin when the study is completed in accordance with the College's Office of Research and Graduate Studies policies.

Funds in earnings, residuals, and/or development accounts for faculty who retire or resign will be returned to the Department and be used at the discretion of the Chair for advancing academic programs and other strategic initiatives. In instances where other faculty members are co-listed on the accounts, retention of these funds or a portion thereof by these faculty will be considered on a case-by-case basis after discussion and negotiation with the Chair.

c. Audit Requirements

Sponsored agreements funded with public money (federal, state, and local government awards; subcontracts under government prime grants and contracts) are subject to full review of all project activity (program and financial) by auditors. All project activities must comply with sponsor terms and conditions and with all applicable regulations. The electronic **Time and Effort Reporting System (e-Cert)** resides on the Research Foundation's website (<http://rf.osu.edu/e-cert/index.cfm>) and produces an electronic Time and Effort Report detailing each employee's compensated and cost-share effort(s) for sponsored research. These reports must be certified by the primary investigator of the project. Sponsored research **effort** is calculated as a percentage of an individual's salary/wages. One person may have multiple appointments listed on the report and the percentages may vary on a project-by-project basis. The faculty involved in sponsored research will be required to conform to all current federal guidelines and policies administered by the OSU Research Foundation, the College, and the Department.

H. Graduate Tuition and Fees

The current budget has distributed graduate tuition and fee funding to the Department on a cash basis with the permanent budget being retained at the College level in support of the proposed combined graduate program. It is a limited pool of funds that is not increasing to meet the rising annual tuition costs. To enhance this resource for graduate student stipends, all faculty members are strongly encouraged to submit, where allowed by the granting agency, the cost of graduate student tuition and fees in research or educational grant proposals. With appropriate request and justification, costs related to graduate tuition and fees that exceed the graduate tuition and fee pool could be paid from Department discretionary funds if funds are available and approved by the Chair. The Chair and College fiscal officer, in consultation with the DSC, will review this policy annually, to ensure that the Department discretionary funds are not severely depleted by cost overruns of the tuition and fee fund. In such a situation, appropriate fiscal actions will be made by the Chair and Post-Professional Education Committee to protect the graduate tuition

and fee fund, without depleting the ability of the Department to utilize discretionary funds for other programmatic support efforts. As all policies related to the faculty, majority faculty vote after appropriate consultation of the faculty, will be followed. The non-resident portion of graduate tuition remains centrally funded by the University.

VI. DEPARTMENT FACULTY WORKLOAD DUTIES AND RESPONSIBILITIES

The following guidelines available on the Office of Academic Affairs' websites are pertinent to the workload and responsibilities of Departmental faculty as defined by the Office of Academic Affairs.

A. Teaching Workload: http://oaa.osu.edu/OAAP_PHandbook.php see Book 1, Chapter 2, Section 1.4.2 found on page 49.

The Chair will work in conjunction with the College's Council on Education, the Office of Student and Academic Affairs, the Office of Educational Design and Systems and course/team leaders/coordinators to annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the Department's first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17 (<http://trustees.osu.edu/rules8/ru8-16-17.php>) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent quarter. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across quarters of offering to assure that instructional expertise is always available for such courses.

B. Faculty Responsibilities: http://oaa.osu.edu/OAAP_PHandbook.php see Book 1, Chapter 2, Section 1.4.1 found on page 46.

C. Assignments

The Chair is primarily responsible for assuring that every faculty member has appropriate duties and responsibilities based upon their appointment status. Variations among individual faculty members in the balance of these areas of activity are expected, and may be related to the type of appointment and stage of career. This variation results from agreement between the Dean, Chair, Service Head and the faculty member. When such a variation occurs, excellence is expected and the relative proportion of effort dedicated to specific activities will be adjusted. While there is considerable freedom built into faculty members' work there are certain obligations that all faculty members must meet. These obligations include course commitments, attendance at faculty meetings, assigned committee meetings, retreats, and other scheduled events.

While faculty members direct their research or other scholarly activity, the Chair will assign teaching and, in consultation with the Service Head, other Departmental and Hospital service responsibilities. The Chair will attempt to balance the needs of the Department with the talents and preferences of the faculty member.

D. General Expectations

The following outlines the general responsibilities of faculty and forms the basis of the annual review (see Section IX):

1. Teaching – Pre-clinical and clinical teaching is of paramount importance to the professional curriculum, and is central to the mission. There are two categories of courses taught: core courses and elective courses. For core courses, the Chair assigns or approves assignment of faculty to teaching and course implementation teams according to their interests, appointment status, expertise and availability. Elective courses are designed and taught by individuals or small groups of teaching faculty based upon their interests, expertise and perceived need. Every faculty member is expected to have at least Graduate School Category M status and will be assigned an appropriate level of teaching responsibility in one or more of the graduate courses. Faculty will be encouraged and expected to serve as team/course leader/coordinator based on experience and stage of career. All eligible faculty members are encouraged to serve as an advisor for graduate students and seek funds to support their stipend and research projects. Faculty members are expected to be available for interaction with students, service assignments, and other responsibilities regardless of their formal course assignment during a given quarter.

2. Research – Research and discovery and the scholarship of teaching are important parts of the mission. Each faculty member with a research appointment is expected to make scholarly contributions leading to recognized stature at national and international levels. The focus and scope of a faculty member's program should reflect professional interests as well as Departmental goals, including serving as a basis for graduate education and research training. In addition, faculty members are expected to obtain extramural and intramural funding. Published accounts of research, particularly peer-reviewed publications in scholarly journals, are the primary indicators of high-quality research productivity. In addition, all regular tenure-track or research-track 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-track faculty members are expected to advance clinical veterinary medicine through collaborative research and discovery and disseminating new clinical knowledge.

3. Service – Departmental faculty members provide vitally important clinical service to the animal-owning public through patient management and client care as well and consultation and referral services to private veterinary practitioners. This service is provided in conjunction with clinical teaching of professional veterinary students and advanced instruction of interns and residents. Faculty are also expected to actively engage in various aspects of service, which include Department, College, and University service, but also service to national professional and academic organizations. The Chair's approval of service assignments will be balanced between the overall level and scope of service demands placed on the Department and the availability and stage of career development of the individual faculty member.

4. Outreach – Faculty members are encouraged to participate in outreach and engagement activities, which are defined by the University as mutually beneficial, scholarly collaboration with outside entities such as the public, business, professional organizations, government, education and social services. It includes those aspects of RESEARCH that makes what we discover useful, of TEACHING that enables learning, and of SERVICE that benefit the world outside of OSU. On balance, service to other professional or industry organizations cultivates relationships and partnership that are often beneficial to the Department, Hospital and College. Continuing education at the local, state, regional, national and international levels are important in disseminating new knowledge and technology and advancing veterinary medicine and to benefit the profession, community and society. Examples of outreach and engagement relevant to the Department, Hospital and College include the Greyhound Health and Wellness Program; the Honoring the Bond Program; the Safe Haven Program; and the Shelter Surgery Program. The Chair will encourage faculty to become involved in outreach and engagement and couple this activity to teaching, research/scholarship and service.

E. Duties and Responsibilities by Type of Appointment

1. Regular Tenure-Track Faculty

a. Teaching Assignments

Guidelines for teaching assignments of most regular faculty should range between 20-50% of time based on a quarterly average minimum of 40 hrs/wk. Examples of activities that are included under the Departmental teaching mission include, but are not limited to:

- Lectures (Classroom Instruction)
- Laboratory/Demonstration/Field Experience/Clinical Rotations
- Small Group Instruction (e.g., Clinical Case Rounds/Presentations, Elective Courses, etc.)
- Seminars (Research or Clinical Specialty)
- Preparation Time (Lectures, Exams, Course Implementation)
- Grading Examinations
- Office Hours for Students (e.g., Advising/Mentoring)
- Graduate Student (MSc/PhD) Advising/Mentoring
- Innovative Instructional Technologies/Methods
- Resident and/or Intern Advising/Mentoring
- Professional Student Advising/Mentoring
- Team Leader Duties
- Course Implementation Team Duties
- Development of Auto-Tutorials and Problem-Solving Exercises
- Professional Improvement Related to Teaching

Faculty members should not be away from campus for extended periods of time unless on an approved Special Research Assignment. *Faculty Rule 3335-5-08* requires that the Chair, Dean, and Executive Vice President and Provost approve such absences.

b. Research and Other Scholarly Activities

Guidelines for research and other scholarly activity of regular faculty should range between 25-75% of time based on a quarterly average minimum of 40 hrs/wk. Examples of activities that are included under research and scholarly activities include, but are not limited to:

- Experimental Design
- Writing Research and Training Grants
- Laboratory Bench Time
- Data Analysis
- Writing for Publication (Research Papers, Book Chapters, Symposia Articles)
- Direction of Research Centers and Central Support Facilities
- Laboratory Management (defined below)¹
- Journal Editing/Editorial Board Duties
- Review of Research Grants
- Research Presentations at Local, Regional, National and International Meetings or at Academic/Research Institutions
- Preparation of Annual and Final Reports
- Professional Development
- Initiating and Maintaining Collaborative Research Arrangements

¹Maintaining animal or human subject approvals; obtaining licenses; personnel hiring and supervision; procurement of supplies; responding to inspections and surveys; initiating renovations; equipment acquisition and repair; monitoring of radiation safety; disposal of chemicals and infectious wastes; training of staff and student employees.

c. Service Activities

Guidelines for participation in service, including clinical service, activities by regular faculty should range between 20-50% of time based on a quarterly average minimum of 40 hrs/wk. Specific examples of activities that are included under service activities include, but not limited to:

- College Committees (*e.g.*, Admissions, Councils of Research and Education, Search Committees, etc.);
- Hospital Clinical Service;
- University Committees (*e.g.*, Institutional Laboratory Animal Care and Use [ILACUC], Graduate School Committees, etc.);
- Department Committees both Standing and *Ad-Hoc* Committees;
- Public and Private Sector Committees (*e.g.*, NIH, FDA, EPA, Foundations, etc.);
- Journal Editing/Editorial Board Duties/College Grant and Abstract Reviews;
- Leadership Roles in Professional Organizations;
- Development (Fund Raising);
- Continuing Education;
- Consultation (Industry, Government, Practicing Veterinarians);
- Technical Consultation on Research Methods;
- Advising Student Organizations;
- International Service Activities;

d. Outreach Activities

For regular tenure-track faculty, the percentage of time devoted to outreach activities will be defined by the Chair in accordance with the needs and mission of the Department and be congruent with the faculty members' letter of offer or current agreed upon service responsibilities.

2. Regular Clinical-Track Faculty

a. Teaching Assignments

Teaching assignments are similar to those above for regular tenure-track faculty, but with particular emphasis on teaching areas related to a professional discipline such as internal medicine or surgery. Regular clinical-track faculty members have important roles in teaching and may have a greater percentage of their time and effort devoted to the educational mission. The percentage of time devoted to teaching will be defined by the Chair in accordance with the needs and mission of the Department. Regular clinical-track faculty who are eligible for Category M will be nominated for that status. The Graduate Studies Committee will consider special requests from non-tenure-track faculty for category P status.

b. Collaborative Research and Scholarly Activities

Regular clinical-track faculty members will engage in scholarly activity, which may include activities other than traditional research. Scholarly activities may include but are not limited to collaborative research; development of teaching cases, case reports, book chapters, retrospective and prospective studies, and technical bulletins; writing for practice-oriented audiences; involvement in continuing education courses; scholarship of teaching; and curriculum development and modification.

c. Service Activities

For regular clinical-track faculty, the percentage of time devoted to service will be defined by the Chair in accordance with the needs and mission and be congruent with the letter of offer or current agreed upon service responsibilities.

d. Outreach Activities

For regular clinical-track faculty, the percentage of time devoted to outreach activities will be defined by the Chair in accordance with the needs and mission and be congruent with the letter of offer or current agreed upon outreach responsibilities.

3. Auxiliary Faculty (Clinical Instructors, Visiting and Adjunct Faculty)

a. Teaching Assignments

Auxiliary faculty members have important roles in teaching and may have a greater percentage of their time and effort devoted to the educational mission. For auxiliary faculty, the percentage of time devoted to teaching will be defined by the Chair in accordance with the needs and

mission and be congruent with the letter of offer or current agreed upon duties. Auxiliary faculty who are eligible for Category M will be nominated for that status.

b. Collaborative Research and Scholarly Activities

Auxiliary faculty members will engage in scholarly activity, which may include activities other than traditional research. Scholarly activities may include but are not limited to collaborative research; development of teaching cases, case reports, book chapters, retrospective and prospective studies, and technical bulletins; writing for practice-oriented audiences; involvement in continuing education courses; scholarship of teaching; and curriculum development and modification.

c. Service Activities

For auxiliary faculty, the percentage of time devoted to service will be defined by the Chair in accordance with the needs and mission and be congruent with the letter of offer or current agreed upon service responsibilities. This may range from a minimal appointment for an adjunct faculty member and up to 80% for a Clinical Instructor.

d. Outreach Activities

For auxiliary faculty, the percentage of time devoted to outreach will be defined by the Chair in accordance with the needs and mission and be congruent with the letter of offer or current agreed upon outreach responsibilities.

F. Deviation from Guidelines on Faculty Workload

Deviations from the workload guidelines will be based on the following:

1. Newly Hired or Untenured Faculty: Newly hired, untenured faculty need time to establish a teaching and research program and locate funding to be successful. Accordingly, it is the policy of the Department that these faculty members can be given reduced teaching loads, gradually increasing to an average or necessary teaching load. The reduction in teaching load and the timeframe for increasing the teaching load will be determined by the Chair based upon the other duties and responsibilities of the faculty member, and the needs of the Department, Hospital and College.

2. Chair of Major Committees: Every effort will be made to recognize service as a chair of a standing Departmental academic committee or other major committee within the Department, Hospital, College or University, or membership in the University Senate. Where feasible, appropriate or necessary, workload adjustments will be made. Reductions in teaching, research or clinical service must be approved by the Chair in consultation with the Service Head, Hospital Director and/or Departmental Steering Committee.

3. Negotiated Course Teaching Load Reduction: Other special circumstances may justify a reduced teaching, research or clinical service workload. Examples may include Directorships of official OSU research centers, special budgeting requirements of external

funding agencies, unusual professional or public service responsibilities, or other special cases. These must be negotiated and approved by the Chair in consultation with the Service Head, Hospital Director and/or Departmental Steering Committee.

4. Increased Teaching Load: Departmental faculty may be assigned greater teaching or clinical service assignments on a temporary or permanent basis to meet the academic missions, particularly if the need exists and/or if the faculty member has been inactive in sponsored research, creative scholarly activity and public service.

G. Disclaimer

The above faculty workload policy does not constitute a contractual obligation. Fluctuations in demands and resources in the Department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

H. Mentoring

Participation in the Departmental Mentoring and Faculty Development Program is encouraged and expected of all non-probationary faculty members, and mentoring contributions by faculty will be valued and recognized.

VII. LEAVE AND RELATED POLICIES

A. Leaves of Absence

The University's policies with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Section 1, Sections 1.0, 2.0, 3.0 and 4.0) and the Office of Human Resources Policies and Procedures website (<http://hr.osu.edu/policy/policyhome.htm>). The information provided below supplements these policies.

1. Discretionary Absence

Faculty are expected to complete an Application for Leave form at least 30 days in advance of a planned absence (e.g. attendance at a professional meeting or to engage in consulting) in order to provide time for its consideration and approval with assurance 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 commitments. Such an occurrence is more likely when the number of absences in a particular quarter is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more days.

2. 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. See OHR Policy 6.27 for details: <http://hr.osu.edu/policy/policy627.pdf>.

3. Faculty Members' Responsibility and Conflict of Commitment

Faculty members in the Department accept an obligation to avoid conflicts of commitment in carrying out their University education, research, scholarship, or service responsibilities. Conflict of Interest or Commitment policies are intended to assist faculty, including administrators and staff, with faculty appointments, in avoiding these conflicts and in finding a balance between activities that enhance the University's core purpose and those that detract from it.

Many faculty members voluntarily take on a variety of professional activities that fall outside the Department's scope of faculty duties and responsibilities. Participation of faculty in activities of government, in industry, and in other private institutions generally serves the academic interests of the University. As a result of such activities, the people of Ohio benefit from the dissemination of knowledge and technology developed within the University and students benefit from experiences faculty bring to the classroom. Moreover, the University shares the professional experience and recognition that such participation brings to the faculty member indirectly. A conflict of commitment exists when external or other activities are so substantial or demanding as to interfere with the individual's teaching, research, scholarship or service responsibilities to the University or its students, and that have a negative impact on faculty colleagues because of the burden of greater workloads. Conflict of commitment must be avoided by all faculty members, and the Service Head and Chair are expected to monitor and disapprove any activity resulting in such conflict.

4. External Consultation

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 as defined in the current Department (<https://intranet.vet.ohio-state.edu/index.php?id=683>), College (<https://intranet.vet.ohio-state.edu/assets/pdf/administration/committees/conflict/CCICCPolicy.doc>), and OSU Conflict of Interest and Commitment Policy (http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Chapter 5, Section 1.0 found on page 115); infringe on the University's intellectual property rights or; are in violation of State of Ohio laws. Faculty members are personally responsible for any damages or claims for damages which may arise in connection with their consulting activities. The limited immunity conferred by the current Ohio Revised Code does not apply to consulting. Additional information about the requirements of Ohio law may be obtained by consulting the OSU Office of Legal Affairs (<http://legal.osu.edu/olaindex.php>). Faculty must abide by the College's Conflict of Interest and Conflict of Commitment Policy (Appendix D) and the Department's Policy for Professional Leave (Appendix E), which are intended to be congruent with University policy. Full-time faculty members, including administrators with faculty appointments, owe their primary professional allegiance to the University, and their primary commitment of time and intellectual energies should be to the education, research, service and scholarship programs of the institution. The Department policy regarding Conflict of Interest and Commitment is

congruent with the currently approved College policy (revised and approved 2007). Faculty members are encouraged to disclose and discuss external commitments with the Chair or Dean. If an activity cannot be managed by the faculty member and in concert with the Chair or Dean to avoid a conflict of commitment or the reasonable appearance of a conflict of commitment, the faculty member must refrain from participating in the activity.

Failure to comply with the University, College and Departmental policies may result in administrative or disciplinary actions against the faculty or staff member in accordance with the procedures set forth in Faculty Rule 3335-5-04 <http://trustees.osu.edu/rules5/ru5-04>. If the conflict of commitment involves a research project administered by the University, whether or not that administration is through the Ohio State University Research Foundation, any action required by funding or regulatory agencies will also be taken. The procedures for reporting such conflicts and management plans are provided by OAA in consultation with the University Conflict of Interest Policy Advisory Committee.

5. Core Criteria for External Consultation

External consulting activities that benefit or bring credit to the Department, College, Hospital or University will, to the extent possible, be taken into account in considering a faculty member's total workload. However, fairness to other faculty and the Department's need to meet its programmatic obligations may become issues when a faculty member seeks replacement from Department obligations in order to devote considerable time to personal professional interests that may not contribute to Departmental goals. 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 that deprives, interrupts or infringes upon the educational mission or financial activities within the College;
- Be disclosed, and approved by the Chair or appropriate administrative head using applicable University and College forms;
- 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 Chair;
- Not damage or impair the flow of teaching or patient care in the hospital or classrooms or diminish the faculty members' effectiveness in their job performance. This may be determined by the Chair in consultation with Section Heads, Hospital Director, Associate Deans and/or the Dean.

Ultimately the interpretation of external activities relative to these core principles will rest on the judgment of the Chair in consultation with the Hospital Director. In the event the faculty member disagrees with the Chair's decision regarding the outside activity requested, the faculty member may appeal this decision. The Dean and the College Executive Committee will serve as the peer review committee for any disputes. The Dean will ultimately resolve any conflicts.

6. Guidelines and Documentation

External consulting is considered a privilege and not an entitlement and must not result in a conflict of interest or conflict of commitment. As a general rule, the proportion of a faculty members' professional effort devoted to consulting should not exceed one business day per week. Prior approval to engage in activities that fall outside the Department's scope of faculty duties and responsibilities must be obtained for each activity by submitting a College Application for Leave Form and University Faculty Consulting Approval Form, to the Chair and Dean (see Guidelines below and Appendix D).

A request must be submitted for each specific service describing the nature of the intended professional activity. For continuing outside service, a request may be submitted at any time during the academic year but may not cross fiscal years. If a faculty member engages in paid external consulting without first obtaining approval or participates in activities that have been disapproved, a complaint may be filed against the faculty member under Faculty Rule 3335-5-04. If a proposed consulting arrangement causes or could be perceived to cause a potential conflict of interest, the faculty member must file a Conflict of Interest Form along with the College Paid External Consulting Approval Form as defined in the guidelines below.

The Service Head, Chair, Dean, or Executive Vice President and Provost may deny any request inconsistent with the mission, priorities, available resources, responsibilities, and best interest of the Department, Hospital, College or University. A request also may be denied if the faculty member is not fulfilling his or her University responsibilities at an acceptable level. All absences from duty of one full business day or more resulting from consulting, and all absences resulting from consulting that causes a missed commitment such as a class, require the prior approval of the Chair.

The following guidelines approved by the College faculty in 2007 will be used by the Department. Additionally, the Department's Policy on Faculty Leave (<https://intranet.vet.ohio-state.edu/index.php?id=683>) will be used to guide decisions regarding approval of professional leave requests and activities:

- Prior written approval must be received from the Chair if faculty request University leave. Requests must be submitted to the Service Head a minimum of 30 days prior to the requested leave. If approved by the Service Head, then the leave request will be forwarded to the Chair for review and consideration. If approved, the leave request is then forwarded to the Dean and then ultimately the Office of the Executive Vice President and Provost. Approval is required for activities related to a faculty member's normal University duties including consultation, external continuing education, outreach and practice of veterinary medicine. An "Application for Leave" form (5171-A-Rev.4/03) must be completed for all faculty members requesting leave, regardless of the reason.
- 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. Consultation is encouraged by the faculty within the College to develop relationships with government, private enterprise, and other off-campus organizations for the transfer of knowledge. Such consultation may result in the enhancement of the faculty member's

reputation, as well as, the College and the University. It may also result in enhanced teaching in the College and may redirect research interests. Faculty requesting consultation time for any purpose must fill out the “Application for Leave” form (5171-A-Rev.4/03). In addition, in most cases, must fill out the “Fulltime Faculty Paid External Consulting Approval Form” and the “OSU Financial Conflict of Interest Screening/Disclosure Form”. The performance of the consultation should not result in conflict with any of the core criteria. Certain types of external professional activities for which a nominal honorarium is received require submission only of an “Application for Leave” form when the activity requires travel or time away from the University; these activities include: 1) appearance on the program of a scholarly meeting of the faculty member’s professional (specialty) peers; 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; 5) service as an editor and/or editorial board member; and activities as a reviewer for a professional journal.

- External veterinary practice is defined as the practice of veterinary medicine as defined by the state of Ohio, which is conducted outside the confines of the University practice in return for personal compensation. Under limits specified by this policy, the practice of veterinary medicine is allowed outside the College provided it is not within the boundaries of Ohio and that prior approval is granted by the Chair in consultation with the Service Head, Hospital Director and Dean. Requests to perform private veterinary practice (defined as practicing veterinary medicine on animals owned by the general public) as externally compensated professional activities will be allowed provided they do not violate any of the core criteria. All veterinary practice outside the College requires pre-approval by the Chair in consultation with the Hospital Director and the 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. The performance of the veterinary practice should not result in conflict with any of the core criteria. The routine use of Departmental, Hospital, College or University vehicles or equipment for externally compensated professional activities is not permitted. However, under special circumstances, approval can be granted by the Chair, Hospital Director and/or Dean. In this instance, appropriate fees will be assessed to the faculty member providing the activity is approved and approval is granted in advance.
- External continuing education (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. External CE may overlap with outreach when the participants are citizens of the state of Ohio. Presentation of scientific data at peer-specialty societies or attendance of scientific conferences for the purpose of professional self-education are not considered external CE, but require an “Application for Leave” form (5171-A-Rev.4/03). Participation in any form of external CE should not result in conflict with any of the core criteria.
- Outreach activities are as mutually beneficial, scholarly collaboration with outside entities such as the public, business, professional organizations, government, education and social services. It includes those aspects of RESEARCH that makes what we

discover useful, of TEACHING that enables learning, and of SERVICE that benefit the world outside of OSU. On balance, service to other professional or industry organizations cultivates relationships and partnership that are often beneficial to the Department, Hospital and College. Continuing education at the local, state, regional, national and international levels are important in disseminating new knowledge and technology and advancing veterinary medicine and to benefit the profession, community and society.

- All paid external activities (some exceptions as noted above) just follow Departmental, College and University guidelines.
- The amount of time that may be expended by College faculty on compensated or uncompensated external activities varies depending on the nature of the faculty appointment. The University Policy on Paid External Consulting, which permits faculty members to spend up to 1 business day/week engaging in expertise-related externally compensated professional activity by an outside entity, applies to regular tenure-track faculty only. However, the College of Veterinary Medicine policy on Paid External Consulting will include all regular faculty members. Faculty holding clinical-, research-, and tenure-track appointments at less than 50% who wish to engage in paid external consulting must do so during non-working hours or take vacation time or approved unpaid leave, if available.
- Faculty must be aware that expertise-related work for an entity other than OSU (compensated or uncompensated) is a privilege, not a right or entitlement, and assumes continued productivity in University assignments. Time spent in compensated or uncompensated activities beyond given University assignments offers the potential for interfering with satisfactory completion of College assignments (Conflict of Commitment) or with University policies regarding Conflicts of Interest. In addition, faculty must abide by the procedures established for requesting approval for engaging in external work.
- The Chair is responsible for working with faculty to assure that external activities are of proper scope and duration. If the Chair determines that the requested activity constitutes either a conflict of commitment or an unmanageable conflict of interest, approval to engage in the activity will be denied until satisfactory arrangements, such as a change in appointment or leave of absence, can be negotiated. In addition, approval may be terminated for an on-going activity when the activity results in a conflict of commitment or conflict of interest. Termination of a previously approved external activity will occur according to a process developed and approved by the College Executive Committee and made known to the faculty, and will include the rationale for the action. The Chair will develop and implement a fair and equitable policy which is consistent with College and University policy for all faculty members regarding handling conflicts of commitment and/or interest

7. Financial Conflict of Interest

The University's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook

(http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Chapter 5, Section 2.0 found on page 115-122). 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 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.

8. Supplemental, Off Duty Quarter, or One-Time Compensation Policies

Faculty compensation in excess of the base salary may take the form of supplemental compensation, off duty quarter compensation for 9-month faculty, one-time cash payment, administrative compensation, or external consulting fee. All arrangements for extra compensation require administrative approval from the Chair and Dean. With the exception of honoraria for College-sponsored continuing education activities, the required approvals must be secured before the extra work is performed in order for the faculty member to be compensated. The Chair and the Dean will consider whether the faculty member is fully and suitably performing all responsibilities for which the base salary is paid, as well as the impact of the extra work on the performance of these responsibilities plus any concurrent extra compensation arrangements. Both the interest of the University and the University's responsibility as a public institution require that Departmental faculty who are under performing in any aspect of their primary position not receive enhanced compensation.

a. Supplemental Compensation

Supplemental compensation from University, College, or Department funds is for temporary work clearly beyond the faculty member's normal assignments, in an amount appropriate to the allocation of time necessary to complete the extra assignment. The extra assignment should be nonrecurring and clearly limited in time and scope. Supplemental compensation in excess of 20% of the base salary is rare and must be justified by unusual circumstances. Chairs and other principal administrative officers (as defined in Faculty Rule 3335-1-03 <http://trustees.osu.edu/bylaws/bl1-03.php> Section R) are ineligible for supplemental compensation per the following policy: <http://hr.osu.edu/policy/policy335.pdf>. Internal Supplemental Compensation Approval Form is available online: <http://www.ohio-state.edu/hrpubs/forms.htm>

b. Off Duty Quarter Appointment for 9-month Faculty

Compensation for 9-month appointed faculty may not exceed 2/9 of the base salary from University funds except for administrative attachments (see below). Supplemental compensation may not be used to exceed this limit. This compensation may not exceed 3/9 of the base salary from external grant and contract funds as long as the University funds portion does not exceed 2/9. Off Duty Quarter compensation is paid in equal payments across the three months. Nine-month faculty earning 3/9 during the Off Duty Quarter are expected to be on duty during these three months.

c. One-Time Cash Compensation

A one-time cash payment is generally an after the fact “bonus” for exceptional work on a non-continuing project that was not otherwise subject to extra compensation, or a negotiated bonus given upon the accomplishment of written goals. See <http://hr.osu.edu/policy/policy315.pdf> for additional information.

B. Department and University Policies and Overview of Faculty Professional Leave (FPL) Program

Faculty Professional Leave (FPL) (or sabbatical) may be used for substantial investment in pedagogical, research or administrative skills and knowledge when these are judged to be mutually beneficial to the faculty member and the Department or College.

Guidelines for an FPL can be found at the following Office of Academic Affairs website: http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Chapter 1, Section 1.0 on page 90.

C. Special Research Assignment (SRA)

A Special Research Assignment (SRA) releases a faculty member from regular duties for a period of up to one full quarter or semester so that he or she may concentrate on a scholarly endeavor or invest in a relatively brief professional development opportunity.

Guidelines for an SRA can be found at the following Office of Academic Affairs website http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Chapter 2, Section 2.0 on page 93.

D. Unpaid Leave of Absence (LOA)

An unpaid leave of absence (LOA) may be requested by a Department faculty member for personal or professional reasons. Personal reasons may include family difficulties or other matters that prevent a faculty member from carrying out duties for a relatively short period of time or illness that continues after a faculty member has used up paid sick leave. Professional reasons include the opportunity to take a *temporary* paid position outside the University that will enhance professional development and increase the faculty member's value to the academic unit on his or her return.

Guidelines for unpaid LOA can be found at:

http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Chapter 2, Section 3.0 on page 95.

E. Entrepreneurial Unpaid Leave of Absence

If a company offers a regular paid position to a faculty member because of his or her expertise with a particular technical problem or process, an entrepreneurial unpaid LOA, not to exceed two years, may be appropriate. In this circumstance, the Department will follow current OAA policies and guidelines as outlined in the current OAA Handbook at:

http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Chapter 2, Section 4.0 on page 97.

F. Exclusion of Time from the Probationary Period

Guidelines for exclusion of time from the probationary period for tenure-track faculty can be found at the following Office of Academic Affairs website http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Chapter 2, Section 5.0 on page 978 or in the Departmental Appointments, Promotion and Tenure Criteria and Procedures document.

VIII. PROCEDURES FOR HANDLING APPEALS, GRIEVANCES, AND MISCONDUCT OF FACULTY, STAFF, AND STUDENTS

A. Overview of Issues and Process

Appeals, grievances and misconduct can involve a wide range of issues. Several common types will be discussed here. The Chair or his/her designee will be responsible for implementation of the faculty, staff and student appeals and grievance procedures. When presented with a grievance, the Chair will consult with the Dean and appropriate University personnel knowledgeable in handling grievances (*i.e.*, relevant Vice Provost, representatives of the Offices of Consulting Services or Legal Affairs) when there are questions regarding proper process or when the grievance includes complex issues. It is hoped that such early consultation can prevent further complication of the issues. In handling any type of grievance, appeal or misconduct, the Chair or his/her designee will communicate to others as appropriate, that retaliation of any form against a person who files a grievance is illegal and will not be tolerated. Upon written request, faculty members will have access to his or her personnel file and will have an opportunity to respond to any document in the personnel file.

B. Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 <http://trustees.osu.edu/rules5/ru5-05.php>. Departmental faculty should refer to the Appointments, Promotion and Tenure Section of this document (Section IX) for more details.

C. Faculty Salary Equity Appeals Process and Procedures

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. 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 (http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Chapter 4, Section 2.0 on page 109).

Staff members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter should contact Consulting Services (<http://hr.osu.edu/dir/Directory.htm#Consult>) in the Office of Human Resources.

D. Procedures for Addressing Complaints against Regular Tenure-Track, Regular Clinical-Track, Regular Research-Track, and Auxiliary Faculty Members

Procedures for filing a complaint, review processes, and hearings will follow those outlined in Board of Trustees approved rule 3335-5-04 as outlined in the current OAA Handbook (http://oaa.osu.edu/OAAP_PHandbook.php Book 2, Chapter 4, Section 3.0 on page 114).

E. Student Complaints about Faculty

As outlined in the current OAA Handbook (http://oaa.osu.edu/OAAP_PHandbook.php), student complaints about courses, grades, and related matters will be brought to the attention of individual faculty members. Matters related to the professional veterinary curriculum and instruction will also be referred to the College Associate Dean of Student Affairs, who will work in concert with the Chair to address the complaint congruent with College and OAA policies. If the complaint by a graduate student is made against a Department faculty member, the Chair or chair of the DPPEC will discuss the complaint with that person and follow policies outlined in the current Department or College Graduate Handbook.

F. Staff Complaints

1. Staff may present complaints about working conditions, treatment by others or other problems, which, if true, would warrant remedial action. Staff members are encouraged to communicate concerns or complaints through their direct supervisor. If the staff member has complaints against the supervisor that can not be resolved, the Chair will serve to address complaints or grievances between a staff member and their supervisor.

2. The Chair or his/her designee will investigate the situation to determine the validity of the grievance and follow up as appropriate. When the problem takes the form of on-going conflict between individuals who must necessarily work together or be in close proximity, it may be appropriate to seek mediation and/or establish ground rules for interaction between the parties. It may be appropriate in some cases for the Chair to consult with the DSC, College Office of Human Resources and the OSU Office of Consulting Services for advice in addressing the staff grievance.

3. In receiving such complaints, faculty should treat staff with respect regardless of the apparent merit of the complaint and provide a considered response. When a staff member brings complaints to their supervisor or Chair, he or she will first determine whether the situation requires confidentiality. If confidentiality is not required, the Chair will investigate the matter as fully and fairly as possible and provide a response to the staff member and any affected faculty, staff, or students. If confidentiality is required, the Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the staff member on options to pursue without prejudice as to whether the complaint is valid or not

G. Grievance Alleging Sexual Harassment and Discrimination

Allegations of sexual harassment or discrimination are to be handled according to OSU established policies. The University's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, which can be viewed at <http://hr.osu.edu/policy/policy115.pdf>.

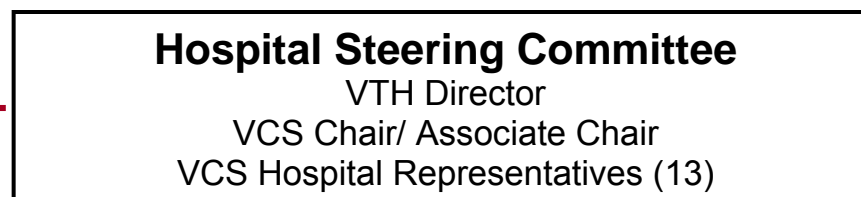
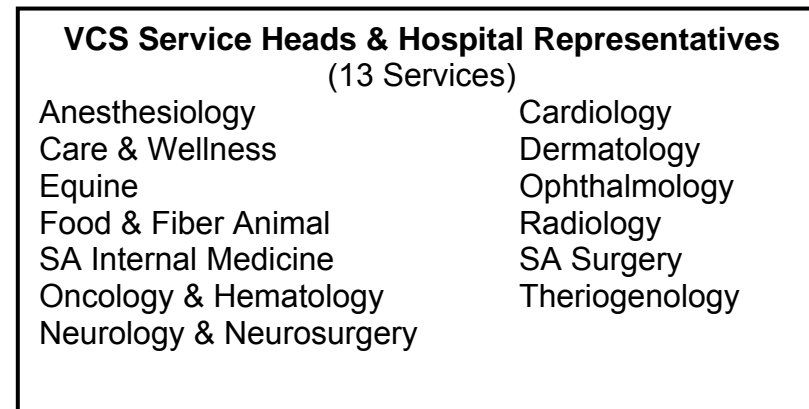
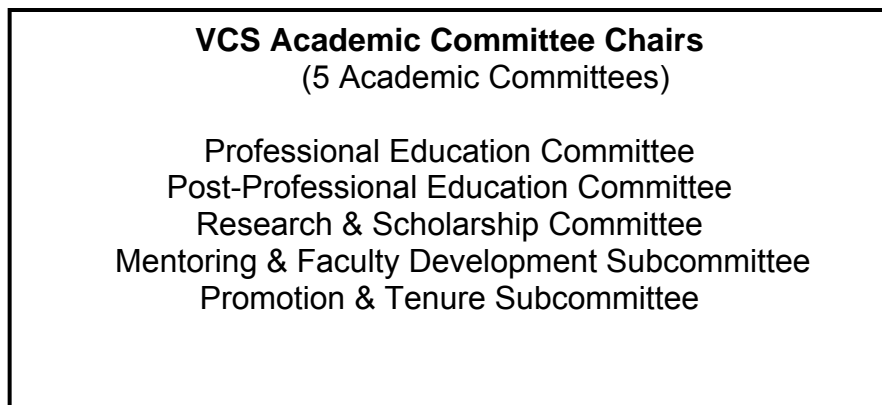
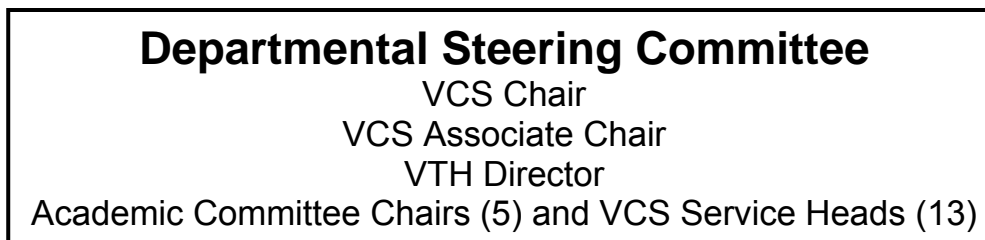
H. Procedures for Handling Acts of Misconduct

Misconduct includes violations of University rules and policies, violation of laws, and behavior that any reasonable person would judge to be unacceptable whether articulated or not in a specific policy or law. The Department follows OSU Policy (<http://orc.osu.edu/misconduct/index.cfm>) regarding misconduct in science. Complaints alleging faculty misconduct or incompetence will follow the procedures set forth in Faculty Rule 3335-5-04 <http://trustees.osu.edu/rules5/ru5-04.php>.

Appendices

- A. Organizational Structure of Department
- B. Organization Chart of Departmental Staff
- C. Mentoring Guidelines
- D. College Conflict of Interest/Conflict of Commitment Policy
- E. Departmental Faculty Professional Leave Policy

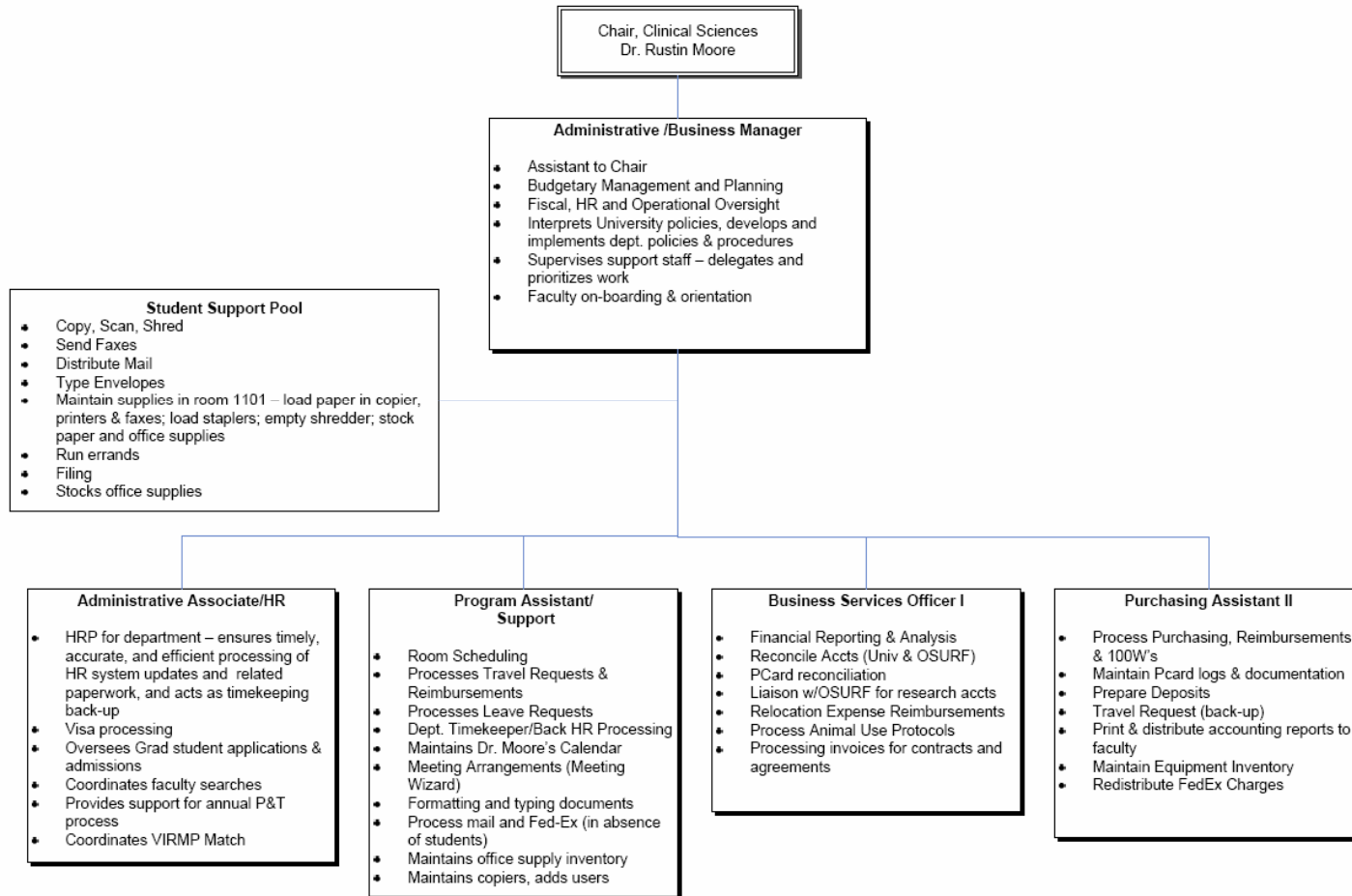
Department of Veterinary Clinical Sciences Organizational Structure



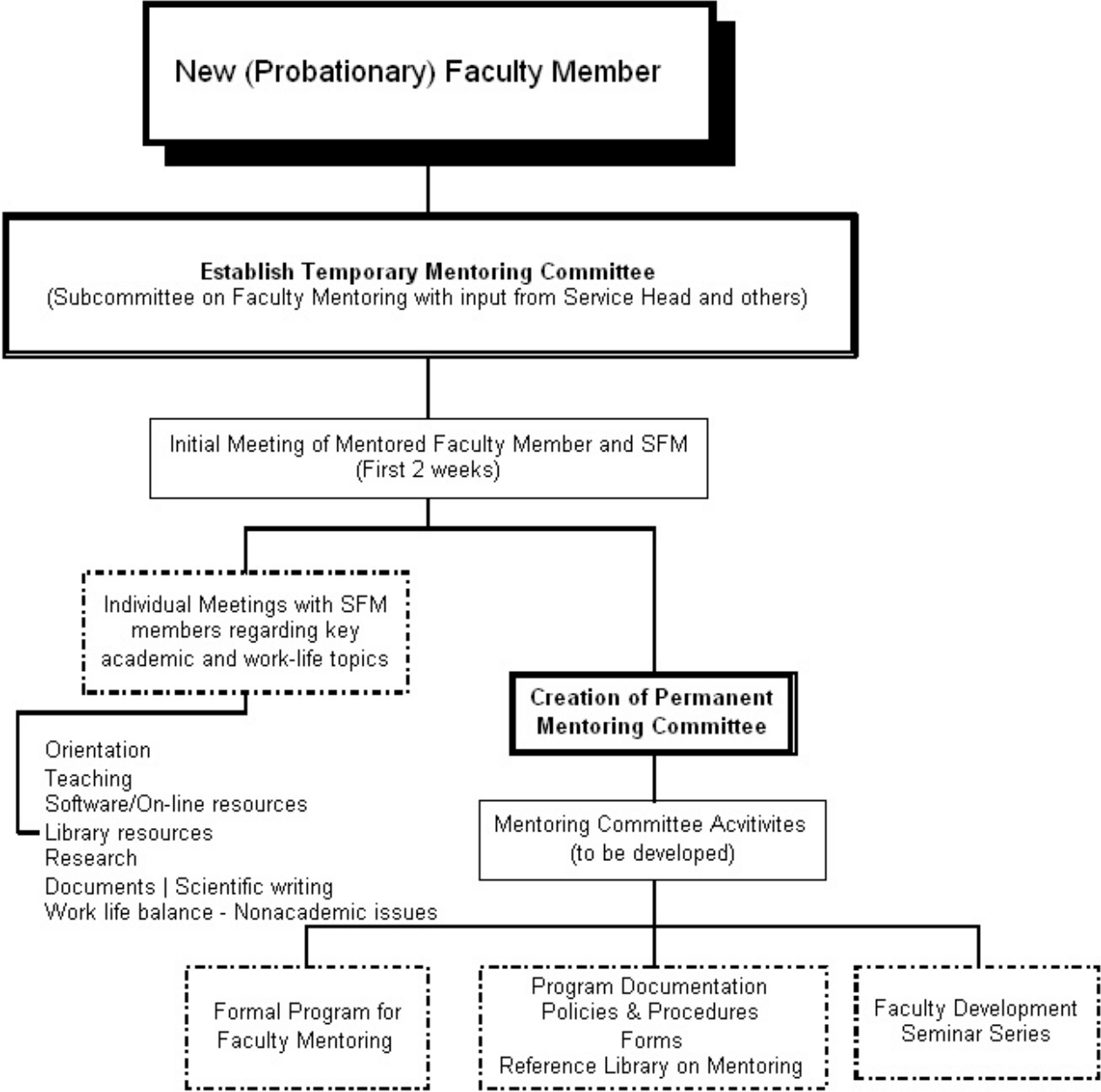
Appendix B
Organizational Structure of
Departmental Administrative Staff

Department of Clinical Sciences

College of Veterinary Medicine
2008



Appendix C
Veterinary Clinical Sciences
Mentoring Committee Program – New Faculty Members



Veterinary Clinical Sciences

Mentoring Committee Program – New Faculty Members

(1 August 2007)

The Mentoring Committee of the Department of Veterinary Clinical Sciences (VCS) includes ALL faculty members willing to mentor the probationary faculty and tenured associate professors of our department. The Subcommittee on Faculty Mentoring (SFM) serves as the provisional mentoring committee for new faculty members. Initial contact occurs with a meeting between new faculty members and members of the SFM.

Mentoring of new faculty members overlaps the general *orientation* that new faculty members receive from the Department, College, and Hospital. General faculty orientation is not the purview of the SFM. Orientation should complement and be coordinated with the initial mentoring process.

The temporary or Provisional Mentoring Program for New Faculty Members strives for a comprehensive program to help new faculty members understand academic, hospital, and work-life issues that affect their position in VCS. The provisional mentoring committee aims to inform, assist, guide, and answer questions pending establishment of a permanent mentoring committee. The temporary mentoring committee's work is short term. The first meeting of the SFM with new colleagues should occur *within the first two weeks* of the faculty member's start, and the duration of formal interaction should *not exceed three months*.

Elements of the Provisional Mentoring Program:

- 1) Entrance Interview with the Mentoring Subcommittee
- 2) General faculty orientation by VCS/Vet Hosp/CVM
- 3) Orientation to the clinical hospital service by the appropriate service head
- 4) Understanding needs of new faculty members
- 5) Teaching in the Department, Hospital, and College
- 6) Software tools and on-line resources employed in teaching and research.
- 7) Library resources for academic and clinical activities
- 8) Research: Orienting new faculty to VCS, CVM, and OSU "research systems" including programs that assist faculty in becoming successful investigators.
- 9) Documents: Reports & Publishing. Guidelines for preparing and maintaining dossiers, annual reports, and the CV. Perspectives about scientific writing and publishing.
- 10) Providing a perspective on work-life balance and other non-academic issues
- 11) Exit interview with Mentoring Subcommittee regarding Provisional Mentoring Program
- 12) Establishing the permanent Mentoring Committee

Following the initial meeting, the new faculty member will be expected to meet with individual members of the SFM. Each member of the SFM is charged with responsibility for developing and implementing a specific and consistent element of early/temporary faculty mentoring. These assignments are indicated below.

Provisional Mentoring Program – Key Programmatic Elements (and Responsibility)

1. Entrance interview with the SFM. Within two weeks of hire, the **new faculty member** will meet with a majority of the **SFM**, discuss the provisional mentoring process, and review any difficulties encountered during routine faculty orientation.

- New faculty members will be asked to advance comments informally to the Subcommittee Chair as they proceed through the provisional program
- New faculty members will be asked to evaluate the Mentoring Program formally during the annual faculty evaluation of the program.

2. Faculty Orientation to the Department, Hospital, and University
(**VCS Department | Hospital Administration | CVM HR office**)

- Orientation is concerned with practical issues for starting a new position and is the responsibility of the VCS Departmental office, Veterinary Hospital, and CVM Human Relations office.

3. Faculty Orientation to the Clinical Service (Service Head)

- The Clinical Service Head is responsible for orienting the new faculty member to the specifics of the clinical service.
- The **Head of the SFM** will contact the Service Head to discuss this aspect of mentoring.
- It is recommended that the VCS Departmental office and the Hospital Administrator's office work to develop a "check list" of items important for a comprehensive clinical service orientation of new faculty to the Hospital and the Clinical Service.

4. Understanding and Anticipating Needs of New Faculty Members (Dr. Margaret Mudge)

- Margaret will use a survey instrument and will ask both probationary faculty members already on staff and new faculty hires about their starting experiences.
- The intent of this survey is to understand more fully issues related to orientation and mentoring needs.

5. Teaching in the CVM – An Overview for New Faculty Members (Dr. John Hubbell)

John will provide an overview of teaching in the College for new faculty members. For some of the following points, John will involve the clinical service head as needed to provide relevant input. Topics include:

- An overview of the professional curriculum – preclinical, elective, clinical
- An overview of the VCS graduate resident program, curriculum, MS degree, and research
- Graduate committees and the Post-Professional (Graduate-Resident) committee
- Establishing the classes a new faculty member will teach; working yourself into courses
- Identifying an appropriate number of classes to teach
- Establishing new courses
- Understanding teaching schedules
- Understanding what is expected of a core course "team member"; submitting "away dates"
- Classroom orientation, including presentation hardware in the auditoriums/seminar rooms
- How to get hardware and software help in the classroom – Biomedical Media introduction
- Reserving rooms for classes and seminars
- Teaching and evaluating students in the Hospital
- Teaching and evaluating interns and residents
- in the hospital
- The formal resident evaluation process
- Identifying class content and establishing educational priorities for classroom teaching
- The role of lecture notes/handouts/learning objectives–approaches used by successful faculty members
- Writing and submitting examination questions
- Grading
- Dealing with problem students – academic and attitudinal issues
- The "scholarship" of teaching (especially for clinical track faculty members)
- Educational Resources Office – personnel and services
- SETs and reports of SET
- Peer Evaluations
- College Website navigation – key pages, links, and functionality issues for new faculty members
- Observation experiences: Scheduling time for new faculty members to observe experienced VCS teachers in the classroom, lab, and clinic

6. Software Tools for Teaching & Research (Dr. John Bonagura)

Some of this instruction, and particularly advanced topics, will overlap with a Faculty Development Series planned for the department. John will schedule time with new faculty members to discuss the basics (as needed) of:

- Understanding how computers are serviced in VCS
- Administrative rights and working with VIS
- Backup devices and software
- Departmental and College drives – T: and V: drives
- Software bundles – what software do you need? How do you acquire it?
- Creating PowerPoint presentations
- Creating Handouts
- Obtaining images from the radiology server, clinical pathology, pathology, and surgery.
- Working with digital Media: editing images, movies, and sounds for use in Powerpoint (Basics of Photoshop®, Quicktime Pro®, Windows Movie Maker®, and wave file manager applications.)
- Working with media in PowerPoint: Inserting and linking media into PowerPoint presentations; packaging a multimedia presentation for use on other computers
- Carmen basics – getting your course content and information on Carmen; Using class-lists and discussions
- Managing E-journal documents
- Strategies for using reference manager software
- Analyzing your data: Good references | Statistical

software | Statistical consultation (VPM, Center for Biostatistics)

7. Library Resources for Education, Research and Clinical Practice

(Ms. Sarah Murphy, MLS coordinated by John Bonagura)

Specific time will be scheduled with Sarah (Veterinary Medicine Librarian) to discuss library resources.

- Veterinary Library and University Library overview
- Obtaining E-journals
- Interlibrary loan
- Refworks
- Web-MD subscription
- Health Sciences Library

8. Orientation to Research in the CVM (Dr. Cheryl London, Dr. Kate Hayes, others)

Cheryl will develop a program for new faculty hires that provides a comprehensive overview of research, systems, opportunities, and programs available to help faculty members. This orientation should involve Dr. Kate Hayes and enlist other individuals as necessary. Discussions will include:

- Developing a research focus (open ended discussion) laboratory animal studies
- Finding and integrating with other research faculty in the CVM and on campus • Responsible Research Practices office – forms!
- Obtaining help from the VCS and CVM • Conflict of Interest statements and on-line forms
- Grants – intramural and extramural sources and dates • Request for off-campus funding (on-line)
- Grant preparation workshops | Grantsmanship • OSURF – Working with the Research Foundation
- College Clinical Trials office • Research investigator portal (PI Portal)
- Lab space & equipment • Purchasing equipment and services
- Animal Use Protocols – Hospital approval for clinical trials • VCS accounts (Susan Kelly)
- Animal Use Protocols – University approval for

9. Documents: Preparing for the P&T Process | Scientific Writing (Dr. Steve Dibartola)

Steve will help new faculty members understand the specifics and importance of complete and accurate reporting related to:

- The annual college activities report • Developing a Teaching portfolio for peer review
- The annual report for the Chair • Working with University resources (FTAD)
- Maintaining a current CV

• The faculty member's dossier (including appropriate formatting)
extbooks, and proceedings. Included in this discussion will be the *importance of establishing* research or writing project.

Steve will also provide a general perspective about *scientific writing and publishing* in journals, *authorship* before beginning a

10. Quality of Life | Work-life Balance | Non-academic issues (Dr. Val Samii & Dr. Margaret Mudge)

Val will be responsible for this area and Margaret will participate in the discussions with new faculty colleagues regarding critical, non-academic topics, including:

- Establishing reasonable work expectations (open ended discussion)
- Resources and Programs available to help faculty members
- Approaches for working as a member of a team, including applying principle of the “book”
- Importance of professional comportment and interaction; Conflict resolution
- Dealing with frustrating or difficult situations in the classroom, hospital, clinical teaching environment
- University programs designed to help families
- Understanding specific workplace issues in which there is zero tolerance for error (sexual harassment; reporting relationships with students or house officers; ADA and disability issues)
- Interacting with veterinary house staff (interns, residents) and hospital staff
- Professional leave | lecturing | consultation | outside practice

11. Exit interview from the Provisional Mentoring Program (SFM; Department Chair)

- As part of program element 12, the SFM and if possible the Department Chair will meet with the new faculty member to discuss their experiences with early mentoring and the Provisional Mentoring Program.
- The SFM will conduct the interview from a predetermined set of specific and open ended questions and will use this information to improve the program.
- Faculty members will also assess mentoring formally each year as part of a Department-wide evaluation of the Mentoring Program.

12. Establishing a Permanent Mentoring Committee (SFM; Service Head; Department Chair)

- The “last step” will occur during the exit interview with the SFM.
- The selection of a permanent Mentoring Committee (of three individuals) requires an active discussion with input from:
 - The mentored faculty member
 - Subcommittee on Faculty Mentoring
 - Head of the clinical service
 - Department Chair.

Guidelines for Mentoring Committees Veterinary Clinical Sciences

Members of the Subcommittee on Faculty Mentoring

- ❖ Steve Dibartola – VCS/Veterinary Administration
- ❖ John Hubbell – Anesthesia
- ❖ Cheryl London – Oncology
- ❖ Margaret Mudge – Equine ICU
- ❖ Val Sami – Radiology
- ❖ John Bonagura – Cardiology (Subcommittee Head)

Permanent Mentoring Committees

- ❖ Three faculty members
- ❖ Optimally – a member from the faculty mentee’s clinical section; a “teaching” mentor; and a research mentor
- ❖ Need not be from VCS, especially for research intensive faculty members or faculty members with special needs

Orientation vs. Mentoring

- ❖ Orientation – practical issues for starting a new position
- ❖ Orientation is the responsibility mainly of the VCS Departmental office
- ❖ Departmental or Hospital responsibilities for orientation should be guided by a “checklist” to insure consistency
- ❖ New faculty members should be formally introduced to staff personnel in reception, pharmacy, central supply, radiology, anesthesiology, accounting, medical records, and the business office
- ❖ The Clinical Service Head is responsible for orienting the new faculty member to the specifics of the clinical service
- ❖ The Hospital Administration should provide support where needed – orientation should be coordinated with the VCS Departmental office

Principles & Expectations of the Mentoring Relationship:

- ❖ The faculty members should be committed to mentoring
- ❖ Mentees should be receptive to discussion with members of their committee
- ❖ Faculty mentors should act as *counselors, advisors, and coaches* – not evaluators
- ❖ One member should assume general “administrative” responsibility for the mentoring committee
- ❖ In general, senior faculty are preferred as mentors
- ❖ Mentees may and are likely to develop informal mentoring activities with faculty members at any rank if the one-on-one interactions are deemed useful
- ❖ Multiple individuals are more likely to provide the Mentee with a more balanced perspective on faculty issues
- ❖ Both the Mentee and the Mentors can potentially benefit from the relationship
- ❖ Personal issues (work-life balance) do impact professional development and are valid issues for discussion and mentoring (and for referral for additional assistance)
- ❖ Mentored faculty members should have some input into the constitution of their Mentoring Committee
- ❖ The committee members may change over time at the initiation of the Mentee, a committee member, or the Chair

Academic Mentoring – Overview of Topics for discussions between Mentors and Mentees

- ❖ Understanding the *specific and individual needs* of a new faculty member, especially during the initial meetings
- ❖ Considering the Mentee’s teaching responsibilities in the Department, Hospital, and College – help them understand the teaching culture of our department and college

- ❖ Insuring the mentee has sufficient training in the software tools and on-line resources needed for teaching and research
- ❖ Organizing a library resources orientation for academic and clinical (literature) activities if needed
- ❖ Research: Orienting new faculty with research commitments to the VCS, CVM, and OSU “research systems” including programs that assist faculty in becoming successful investigators; referring them to appropriate research leaders in the College of Veterinary Medicine
- ❖ Documents: Orienting new faculty to guidelines for preparing and maintaining dossiers, annual reports, and their CV
- ❖ Publication: Identifying sources of help for scientific writing and publishing
- ❖ Balance: Helping new faculty members gain a reasonable perspective on work-life balance and other non-academic issues

Some Sample Open-Ended Questions for the first meeting

- ❖ What do you wish you knew when you first started?”
- ❖ What have been your most enjoyable experiences thus far?
- ❖ What have been your most frustrating experiences thus far?
- ❖ In what specific areas did you feel you needed more guidance or mentoring?”
- ❖ How would you prioritize *your* needs for mentoring/assistance at this time and over the next six to 12 months?
- ❖ How are you approaching:
 - Your classroom and your clinical teaching responsibilities?
 - Your research (if appropriate)?
 - Your clinical service responsibilities?
 - Work-life balance?
- ❖ What are your major concerns regarding the promotion/tenure/reappointment process
- ❖ What administrative support do you need?
- ❖ Other potential topics (See **Appendix**)

Creating an “Action Plan”

- ❖ Summarize the Key Mentoring Issues for the Mentee at the end of each meeting
- ❖ Outline the concerns of the committee and their suggestions for the Mentee – approach this in a *positive, helpful manner* (“formative” as opposed to “evaluative”)
- ❖ Decide on a time for the next meeting; suggestions:
 - Initial meeting
 - Second meeting (3 months later)
 - Subsequent meetings – every 6 months
 - *Ad hoc* meetings – as necessary or requested
- ❖ *Minutes* of the Meetings – these should be retained by the Mentoring Committee leader and should be brief, mainly outlining the main points, suggestions, and remedies.
- ❖ *Action Plan* – a *very brief*, action item-oriented list of bullet points should be sent to the Mentee and to the committee members after each meeting to insure that the highest level points are understood and receive appropriate emphasis

APPENDIX – POTENTIAL POINTS FOR DISCUSSION DURING MENTORING MEETINGS*

Teaching

- ❖ An overview of the professional curriculum – preclinical, elective, clinical
- ❖ An overview of the VCS graduate resident program and curriculum
- ❖ Establishing the classes a new faculty member will teach
- ❖ Understanding teaching schedules
- ❖ Understanding what is expected of a core course “team member”
- ❖ Classroom orientation, including presentation hardware in the auditoriums/seminar rooms
- ❖ How to get hardware and software help in and for the classroom – Biomedical Media
- ❖ Teaching in the Hospital
- ❖ Program Elements
- ❖ Teaching (continued)
- ❖ Identifying class content and establishing educational priorities for classroom teaching
- ❖ The role of lecture notes/handouts/learning objectives – approaches used by successful faculty members
- ❖ Writing and submitting examination questions
- ❖ Grading
- ❖ The “scholarship” of teaching (especially for clinical track faculty members)
- ❖ Educational Resources Office – personnel and services
- ❖ SETs | SEIs
- ❖ Peer Evaluations
- ❖ College Website navigation – key elements for new faculty members
- ❖ Observation experiences: Scheduling time for new faculty members to observe experienced VCS teachers
- ❖ Program Elements

Software Tools for Teaching & Research

- ❖ Creating PowerPoint presentations
- ❖ Creating Handouts for classes and clinics
- ❖ Image processing
- ❖ Inserting Media into presentations (e.g., movies; sounds)
- ❖ Carmen basics
- ❖ Statistical software | Statistical consultation
- ❖ Managing E-journal documents
- ❖ Strategies for using reference manager software

Library Resources for Education, Research and Clinical Practice

Specific time should be scheduled with Sarah Murphy (Veterinary Librarian) to discuss library resources.

- ❖ Veterinary Library and University Library overview
- ❖ Obtaining E-journals
- ❖ Interlibrary loan
- ❖ Refworks and other reference data bases

Orientation to Research & Publication in the CVM

- ❖ Developing a research focus (open ended discussion)
- ❖ Finding and integrating with other research faculty in the CVM and on campus
- ❖ Obtaining help from the VCS and CVM
- ❖ Grants – intramural and extramural sources and dates
- ❖ Grant preparation workshops | Grantsmanship
- ❖ College Clinical Trials office
- ❖ Lab space & equipment
- ❖ Purchasing equipment and services
- ❖ Animal Use Protocols – Hospital and University
- ❖ Responsible Research Practices office
- ❖ Conflict of Interest forms
- ❖ Research Foundation
- ❖ VCS accounts (Susan Kelly)
- ❖ Types of publications – tailored for the faculty member’s responsibilities
- ❖ Offering a general perspective about *scientific writing and publishing* in journals, textbooks, and proceedings.

Documents: Preparing for the P&T Process & Scientific Writing

- ❖ Helping new faculty members understand the specifics and importance of complete and accurate reporting and “keeping updated files”
- ❖ The annual college activities report
- ❖ The annual report for the Chair and annual review with the Chair
- ❖ Maintaining a current CV
- ❖ The faculty member’s dossier (including appropriate formatting)
- ❖ Teaching portfolios

Quality of Life | Work-life Balance | Non-academic issues

- ❖ Establishing reasonable work expectations (open ended discussion)
- ❖ Resources and Programs available to help faculty members
- ❖ Approaches for working as a member of a team, including the “*book*”
- ❖ Importance of professional comportment and interaction; Conflict resolution
- ❖ Dealing with frustrating or difficult situations in the classroom, hospital, clinical teaching environment
- ❖ University programs designed to help families
- ❖ Understanding specific “hot button” workplace issues (e.g., sexual harassment; relationships with students or house officers; ADA and disability issues)
- ❖ Professional leave | lecturing | consultation | outside practice

*(Many of these subjects were covered in the Mentoring Day, Autumn 2008)

Appendix D
College Conflict of Interest/
Conflict of Commitment Policy

**College of Veterinary Medicine (CVM)
The Ohio State University (OSU)**

Guidelines for Faculty Seeking External Activities

Background Information for Faculty Considering Engagement in External
Activities

Applicable University Policies

1. Conflict of Commitment Policy
(approved by the BoT 07/08/05)

“A conflict of commitment exists when external or other activities are so substantial or demanding as to interfere with the individual’s teaching, research, scholarship or service responsibilities to the University or its students.”

2. Financial Conflict of Interest Policy for Faculty
(approved by the BoT 07/10/98)

“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.”

- A university employee may not accept compensation for the performance of his or her university duties from any person or entity other than the university.

3. Policy on Paid External Consulting (applies to Full Time Regular Tenure Track
Faculty Only)
(approved by the BoT 05/01/98)

This policy applies to full time, regular, tenure-track, faculty only and places limits on the timing, nature, and duration of these activities, which require prior administrative approval.

“Faculty members, including administrators with faculty appointments, are encouraged to engage in paid 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 as defined in the Conflict of Interest Policy.”

“The following activities are not subject to this policy’s guidelines and reporting requirements:

- External professional activities that reflect normal and expected public service activities of faculty and that do not entail compensation beyond reimbursement for expenses and/or a nominal honorarium. These activities include service to governmental agencies and boards such as peer review panels and advisory bodies to other universities; presentations to either professional or public audiences in

such forums as professional societies, libraries, and other universities; and peer review activities undertaken for either for-profit or nonprofit publishers.

- Health care activities that are explicitly covered by approved practice plans.”

4. Ohio State University Extension Conflict of Interest Policy Statement (applies to faculty with Extension appointment only)

This policy places restrictions on extension faculty that effectively limit their ability to engage in certain forms of Paid External Consulting that would be permissible for faculty without extension appointments.

5. University Policy on Patents and Copyrights

“This policy reaffirms the University’s right and policy, consistent with applicable law, of ownership of all legal rights in products of university research and establishes procedures and guidelines to assure the responsible exercise of that right.”

Applicable University Forms

1. OSU Application for Leave (form 5171-A)

To be completed by university faculty when requesting paid or unpaid leave from the university. Administrative action noted by signature of appropriate university official, depending on the duration of the requested leave. A supplemental form designed by the Conflict of Commitment & Interest/Compliance Committee (CCICC) will also be used to better define external professional activities.

2. Fulltime Faculty Paid External Consulting Approval Form

To be completed by university faculty prior to engaging in paid external consulting related to one’s area of expertise. All absences from duty of one full business day or more resulting from consulting, and all absences resulting from consulting that cause a missed commitment, such as a class, requires the prior approval of the TIU chair or other unit administrator. The OSU Application for Leave form is used for this purpose.

3. OSU Financial Conflict of Interest Screening/Disclosure Form

To be completed by university faculty when necessary, but at least annually. If a proposed consulting arrangement causes or could be perceived to cause a conflict of interest, this form must accompany the Fulltime Faculty Paid External Consulting Approval Form.

Definitions

Work: the labor, task, or duty that affords one his/her accustomed means of livelihood, or simply “what the university pays you to do, which includes teaching, research,

scholarship, university service, outreach, and in health sciences colleges may include patient care or delivery of services requiring professional licensure”.

Extramural Activities: any work NOT performed as a University employee

Externally Compensated Activities: any Extramural Activities NOT performed as a University employee for which compensation is received.

Service/Outreach activities: professional activity, advice, or consultation provided by the faculty member on behalf of the university, college, or department. Service/Outreach activities are delivered as part of the faculty member’s normal salaried activities, and without additional personal compensation directed to the faculty member, beyond nominal honoraria unless such honoraria are prohibited by the nature of the faculty appointment (extension). Faculty may be reimbursed for expenses incurred while performing service activities.

Continuing Education: lectures or seminars presented within the faculty members area of expertise for the purpose of providing education, which may include personal compensation. Continuing education overlaps with outreach, particularly in situations involving veterinarians or groups within the state of Ohio. Presentation of OSU-generated research and scholarship at professional meetings is NOT considered continuing education.

Paid External Consulting (full time tenure track faculty only): providing advice or work product to industry, businesses, foundations, boards or other groups in the faculty member’s area of expertise, beyond that considered normal and customary for university service/outreach, in return for personal compensation beyond that of normal expenses and/or nominal honoraria. Work performed as Paid External Consulting requires prior approval, does not and may not appear to represent university business, is not covered by university liability, and may not utilize university equipment, personnel or facilities without prior administrative approval.

Veterinary Practice: the practice of veterinary medicine as defined by the State of Ohio in the Ohio Revised Code¹

¹ (B) The “practice of veterinary medicine” means the practice of any person who: (1) For hire, fee, compensation, or reward promised, offered, expected, received, or accepted, either directly or indirectly, diagnoses, prognoses, treats, administers to, prescribes for, operates on, manipulates, or applies any apparatus or appliance for any disease, pain, deformity, defect, injury, wound, or physical condition of any animal, or for the prevention of or to test for the presence of any disease of any animal, or who holds himself out as being able or legally authorized to act in such manner, or who holds himself out as being a veterinarian involved in environmental health, public health, food hygiene, preventive medicine, space medicine, or other special areas, or who engages in the practice of embryo transfer; (2) Practices dentistry or surgery on any animal; (3) Represents himself as engaged in the practice of veterinary medicine as defined in divisions (B)(1) and (2) of this section; (4) Uses any words, letter, or titles in such connection and under such circumstances as to induce the belief that the person using them is engaged in the practice of veterinary medicine.

Applicable Policies for College of Veterinary Medicine

These guidelines in no way supersede the policies and guidelines as set forth by the university (OSU). The purpose of these College guidelines is to enable faculty and administration to interpret and clarify outside compensated external professional activity issues in the context of the academic environment of the CVM. These guidelines will provide department chairs with a framework in which they may fairly determine allowable and not allowable outside activities for their faculty. If ambiguities arise in this document, faculty should refer to the OSU policies regarding outside compensated external professional activity including: conflict of interest, conflict of commitment and paid external consulting policies. One must always keep in mind full-time faculty member (where the appointment is 1 FTE) holds a full-time job at OSU. Accordingly, that individual cannot carry a second full-time job, nor allow external compensated activities to detract from his or her performance at the University.

Given that one aspect of our strategic plan is to become the premier College of Veterinary Medicine in North America, we will need to attract and retain the best of the best veterinary faculty possible. In competing with other institutions for faculty resources in what is a very small talent pool, we need to create an attractive working environment; one perhaps better than all of the other veterinary colleges. A balanced and somewhat flexible policy allowing faculty to supplement their income is an important component of that strategy. A policy needs to be clearly stated, legal, rational, fair, and consistent with the College's pursuit of excellence and help assure that income-supplementary activities do not negatively impact other faculty, students, programs, activities and fiscal operations within the college.

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

- A. Be **legal** as defined by the State of Ohio Veterinary Medical Licensing Board and the Ohio Revised Code.
- B. **Must** benefit the College of Veterinary Medicine and the University.
- C. **Not create liability** for or embarrass the University or College.
- D. **Not endanger intellectual property**, either actual or potential, or belonging to the University.
- E. **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.
- F. Be **disclosed, and approved by the department chair** or appropriate administrative head using applicable University and College forms.
- G. **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.
- H. **Not damage or impair the flow of teaching or patient care** in the hospital 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, hospital director, 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 (or appropriate administrative head's) decision regarding the outside activity requested, the faculty member may appeal this decision. The Dean and the College Executive Committee will serve as the peer review committee for any disputes. The Dean will ultimately resolve any conflicts.

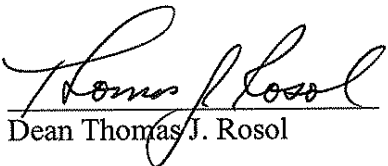
Guidelines:

1. Prior written approval must be received from the department chair if faculty request University leave. This approval is required for activities related to a faculty member's normal University duties including **consultation, external CE, outreach and practice of veterinary medicine**. An "Application for Leave" form (5171-A-Rev.4/03) must be completed for all faculty requesting leave, regardless of the reason.
2. **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. Consultation is encouraged by the CVM to develop relationships with government, private enterprise, and other off-campus organizations for the transfer of knowledge. Such consultation may result in the enhancement of the faculty member's reputation, as well as, the college and the University. It may also result in enhanced teaching in the CVM and may redirect research interests. Faculty requesting consultation time for any purpose must fill out the "Application for Leave" form (5171-A-Rev.4/03). In addition, in most cases, must fill out the "Fulltime Faculty Paid External Consulting Approval Form" and the "OSU Financial Conflict of Interest Screening/Disclosure Form". The performance of the consultation should not result in conflict with any of the core criteria. Certain types of external professional activities for which a nominal honorarium is received require submission only of an "Application for Leave" form when the activity requires travel or time away from the University; these activities include: 1) appearance on the program of a scholarly meeting of the faculty member's professional (specialty) peers; 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; 5) service as an editor and/or editorial board member; and activities as a reviewer for a professional journal.

3. **External veterinary practice** is defined as the practice of veterinary medicine as defined by the state of Ohio* which is conducted outside the confines of the University practice in return for personal compensation. Under limits specified by this policy, the practice of veterinary medicine is allowed outside the College of Veterinary Medicine. Requests to perform private veterinary practice (defined as practicing veterinary medicine on animals owned by the general public) as externally compensated professional activities will be allowed provided they do not violate any of the core criteria. All veterinary practice outside the CVM requires a pre-approval by the Department Chair and the Dean. Faculty members who engage in veterinary practice as compensated external professional activity cannot allow their appointment in the CVM to be advertised in relation to such activities and are not covered by University/College insurance. The performance of the veterinary practice should not result in conflict with any of the core criteria. The use of College of Veterinary Medicine vehicles or equipment for externally compensated professional activity must be approved by the department chair in concert with the hospital director. In this instance, appropriate fees may be charged the faculty member providing the activity is approved and this approval must be done in advance.
4. **External continuing education (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. External CE may overlap with outreach when the participants are citizens of the state of Ohio. Presentation of scientific data at peer-specialty societies or attendance of scientific conferences for the purpose of professional self-education are not considered external CE, but still require an "Application for Leave" form (5171-A-Rev.4/03). Participation in any form of external CE should not result in conflict with any of the core criteria.
5. Outreach activities are defined as professional activity, advice, or consultation provided by the faculty member on behalf of the University, CVM or department. Outreach activities are delivered as part of the faculty member's normal salaried activities, and without additional personal compensation directed to the faculty member.
6. The amount of time that may be expended by college faculty on compensated or uncompensated external activities that are related to the faculty member's university field of expertise varies depending on the nature of the faculty appointment. The University Policy on Paid External Consulting, which permits faculty to spend up to 1 business day/week engaging in expertise-related externally compensated professional activity by an outside entity, applies to regular tenure-track faculty only. **However, the College of Veterinary Medicine policy on Paid External Consulting will include all regular faculty.** Faculty holding clinical, research, tenure-track appointments at less than 50% who wish to engage in paid external consulting must do so during non-working hours or take vacation time or approved unpaid leave, if available.

Regardless of the nature of the appointment, faculty must be aware that expertise-related work for an entity other than The Ohio State University (compensated or uncompensated) is a privilege, not a right, and assumes continued productivity in University assignments. Time spent in compensated or uncompensated activities beyond given university assignments offers the potential for interfering with satisfactory completion of college assignments (Conflict of Commitment) or with university policies regarding Conflicts of Interest. In addition, faculty must abide by the procedures established for requesting approval for engaging in external work.

Department Chairs are responsible for working with faculty to assure that external activities are of proper scope and duration, so as to be approvable. If the Department Chair determines that the requested activity constitutes either a conflict of commitment or an unmanageable conflict of interest, approval to engage in the activity will be denied until satisfactory arrangements, such as a change in appointment or leave of absence, can be negotiated. In addition, college administrators may terminate approval for an on-going activity when the activity results in a conflict of commitment or conflict of interest. Termination of a previously approved external activity will occur according to a process developed and approved by the College Executive Committee and made known to the faculty, and will include the rationale for the action. Each department shall have a section in their Patterns of Administration which defines, for that department, appropriate levels of **External Consultation, External Veterinary Practice and External Continuing Education** activities based on consultation with the faculty.

Approved:  Date: April 20th, 2007
Dean Thomas J. Rosol

Appendix E
Departmental Faculty
Professional Leave Policy

**POLICIES FOR PROFESSIONAL LEAVE & VACATION
DEPARTMENT OF VETERINARY CLINICAL SCIENCES**

6/29/2007

Principles and Policies Guiding Leave for Faculty

1. Approved University absences from the workplace include **leave** for: 1) vacation; 2) illness and medical conditions (sick leave); 3) parental care; 4) jury duty; 5) military service; 6) organ donation; 7) compensation time; and 8) professional leave for University business.
2. All Departmental employees, including faculty, house staff (residents and interns), and administrative staff are required to 1) request *in advance* permission for leave; 2) accurately complete designated leave forms; and 3) follow applicable University, College, and Departmental rules and policies pertaining to all types of approved leave.
3. Professional leave for faculty is a form of compensated leave taken for approved University related business. This leave typically involves one or more of the following activities: 1) lecturing; 2) participation or presentation at scientific meetings; 3) irregular teaching at other institutions; 4) consultation with industry; 5) participation in local, state, or national organizations and advisory boards; or 6) clinical practice.
4. Professional leave is a privilege, not a right.
5. Professional leave is governed by rules of the Ohio State University (the Provost's office) and further modified by rules and policies of the College of Veterinary Medicine (the Dean's office) and Department of Veterinary Clinical Sciences (the Department Chair's office). All activities described within this document must be consistent with the core criteria of College and University COI/COC policies.
6. Professional leave must not: 1) create a conflict of interest (COI); 2) represent a conflict of commitment (COC); 3) influence negatively on individual or departmental scholarship (teaching and research); 4) reduce hospital caseload or clinical teaching opportunities; or 5) unduly burden colleagues.
7. ALL professional leave requires advanced approval and completion of appropriate leave forms. New forms have been developed for the CVM for various types of professional leave. (Note: An electronic system of reporting is under development).
8. All leave (including vacation and professional leave) must be taken with consideration of clinical service responsibilities, teaching responsibilities, and impact on academic colleagues.
9. All faculty members must follow the approved system for obtaining professional leave including the key steps of: 1) obtaining prior approval from supervisors; 2) timely reporting of the professional leave on official College and University forms; 3) and appreciation that leave is "University Business" (in other words, one is still working for the University while on professional leave).

10. Professional leave and planned vacation leave both require *advanced* permission of the Service Head. When the Service Head requests professional leave or vacation, the Alternate Service Head should approve the leave. By University rules, all leave eventually must be approved by the Departmental Office, College office, and Provost's office. Operationally, for our Department, the Service Head (or Alternate) will approve or deny all planned leave with the Department Chair providing oversight of the process and managing disputes or issues.
11. Any disputes developing about professional leave will be managed initially by the Chair. College rules indicate that further appeal or arbitration will be conducted at the level of the College Executive Committee.
12. Clinical Practice outside the University Practice represents a unique type of acceptable professional leave. When such practice is recurrent, and beyond the simple demonstration of techniques and methods (teaching and extension activity), the professional leave and related activity is governed by the following Departmental policies:
 - a. The activities cannot create a COI or COC relative to the Department or the OSU Veterinary Hospital Clinical Practice
 - b. Outside Clinical Practice within the state of Ohio is considered a COI or COC, effective October 1, 2007.
 - c. Other locations outside of Ohio may be deemed a COI or COC as determined by the Department Chair in consultation with the Hospital Director.
 - d. Outside clinical practice at any location requires signed permission of the Department Chair prior to participation in any activities.
 - e. Clinical Practice cannot involve the use of University equipment without written permission of the Hospital Director and adherence to all University and College rules regarding such use.
 - f. Distance diagnosis and telemedicine represent unique forms of consultation and may be permitted following discussion and with prior written approval of the Department Chair.
 - g. Faculty members conducting outside clinical practice must be mindful of the need to carry professional liability insurance.

Policy Notes Regarding Leave

1. Professional leave occurs during regular business hours (working hours) for that faculty member. For the typical faculty member, activities occurring during evenings and weekends are not considered as time of professional leave. However, rules of COI and COC still apply regardless of the time of day or day of the week.
2. As a matter of Departmental policy, requests for all planned leave (including planned vacation), should be submitted at least one month in advance of the activities. In many situations, more advanced planning will be needed (see below). The service head (or service head alternate) must respond promptly to requests for leave. This policy of notice and approval applies to all faculty, house officers (residents, interns), graduate students, and administrative staff.
3. Occasionally leave cannot be planned or anticipated. Examples include sick leave, "irregular" vacation days, and "irregular" professional leave days. Irregular (unplanned) vacation or professional leave generally involves one or two days. When such leave occurs during an off clinical service time, and the leave does not adversely affect

academic or service duties, the one-month advanced notice rule can be waived. However, irregular leave still requires notification, permission, and timely completion of appropriate forms.

4. The faculty member must consult with his or her supervisor and duly consider both teaching and clinical service schedules *before* planning activities that require leave. This policy pertains to both outside lectures and to planned vacations. It is acknowledged that professional leave that involves lecturing or participation in scientific meetings often involves long-term planning, often extending beyond one year. Affected faculty members and clinical services must be fully cooperative in developing long-range plans that allow for such professional leave. In short, services and individuals must plan, coordinate, and communicate!
5. A faculty member cannot take leave when assigned to clinical service unless he or she trades these responsibilities with another faculty member.
6. In some cases, it may be appropriate to leave the resident in charge of a clinical service. When leaving a resident or trainee in charge of a clinical service, both the Service Head and the Department Chair must approve of the leave in advance. However, this cannot have a marked or prolonged negative impact on caseload and teaching.
7. A faculty member cannot take leave or vacation when it will disrupt in a *major* manner courses in which that individual holds teaching responsibilities.
8. Time away *includes* all travel time and therefore travel time must be accounted for in the reporting of leave or vacation.
9. Professional leave on OSU forms means “University business”; therefore, you must be able to be contacted when on professional leave. In fact, faculty members on professional leave should be in frequent contact with OSU via email, voicemail, or other means. Even when scheduled as “off service”, a faculty member holds responsibilities to the Department, College and University.
10. You need not maintain contact with OSU when on vacation; however, emergency contact numbers and/or email contacts are still requested.
11. It is permissible to combine professional leave and vacation. Faculty members must honestly account for the time used for each purpose. Travel to and from may be taken as professional leave; however, the faculty member should exercise good judgment in making this determination.
12. Recurring events – any recurrent activity, including lecturing to the same group, teaching, consulting, or practicing requires prior approval of the Chair and Service Head (or Alternate).
13. The number of days per year a faculty member can take professional leave in this Department is as follows (for 100% FTE): Probationary faculty – up to 24 days per year; Tenured faculty or Regular Clinical Faculty on 5-year reappointments – up to 48 days per year.
14. Closing of clinical services is problematic and requires efforts and measures to minimize impact on caseload and teaching. For example, minimizing overlap of travel time, especially when vacation is involved, should be a goal. Preparing student self-study

exercises may permit a ward to remain “open” with shifting of some of the didactic or self-study activities to a more concentrated period that overlaps with the meeting. Keeping a junior resident behind is another way to maintain service activities. Senior faculty members on leave during these circumstances should be in regular contact with the Hospital and Department, considering they are still on University Business. Closing of services or reducing caseload should be kept to a minimum, and must be approved by the Chair well in advance.

15. This document pertains to all full time ($\geq 75\%$ appointment) regular (tenure- and clinical-track) faculty members.
16. This document also applies to Departmental and Hospital residents, interns, and graduate students who request leave for vacation or for approved professional activities (typically a scientific meeting or educational or research exchange at another institution).
17. Issues related to professional leave for non-full time faculty members and for auxiliary faculty members will be handled on an individual basis by written agreement with the Department Chair.

Reporting Forms

Currently the University Leave form must be completed for all approved leave. Beginning this summer, and once available, additional College forms will be required for specific types of leave. The Departmental ad hoc committee members believe that all reporting should be electronic, with functionality that includes the following:

- Remote access to forms
 - Password protection
 - Privacy (i.e. not published on a Departmental or College calendar)
 - “Permissions” to allow supervisors to approve or disapprove/comment
 - E-mail options including auto-email for supervisor and Chair; drop down lists for common entries and email addresses
 - An option for inserting provisional dates (when performing long-range planning)
 - An option for final approval entries
- These forms and functionalities need to be developed with IT in consultation with members of this committee.