

**Pattern of Administration
for
The Ohio State University
Department of Veterinary Clinical Sciences**

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PATTERN OF ADMINISTRATION
FOR THE DEPARTMENT OF VETERINARY CLINICAL SCIENCES
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PATTERN OF ADMINISTRATION FOR THE COLLEGE OF VETERINARY MEDICINE

I. INTRODUCTION

Faculty Rule [3335-3-35](#) specifies that each department shall have a Pattern of Administration, approved by the Executive Vice President and Provost, and made available to all members of the faculty. This document provides a brief description of the Department of Veterinary Clinical Sciences as well as a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](#), and other policies and procedures of the University to which the College and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

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

II. MISSION, VISION, and VALUES of the DEPARTMENT of VETERINARY CLINICAL SCIENCES

A. Mission:

To advance animal and human health and wellbeing by providing innovative education, outstanding patient care, public and professional outreach, and pioneering clinical and translational research.

B. Vision:

We accomplish our mission through the dedicated service of our people to shape the next generation of veterinarians and produce impactful patient care, scholarship, and research.

C. Values:

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

The Department of Veterinary Clinical Sciences operates on the premise that all faculty and staff in the Department have unique talents that contribute to the pursuit of excellence and encompass the College's "Be The Model" initiative. In addition to the departmental values listed above, collegiality, civility and mutual respect are strongly held values. The Department supports diverse beliefs and the free exchange of ideas and opinions and expects that faculty, staff, and students promote these values and

apply them in a professional manner in all academic endeavors and interactions within and representing the Department.

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

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

III. ACADEMIC RIGHTS AND RESPONSIBILITIES

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

IV. FACULTY AND VOTING RIGHTS

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. The Department faculty consist of:

1. Tenure-track faculty with titles of instructor, assistant professor, associate professor, or professor
 - a. Tenure-track faculty may vote in all matters of departmental governance.
2. Clinical faculty with titles of clinical instructor, assistant clinical professor, associate clinical professor, or clinical professor
 - a. Clinical faculty may vote in all matters of the College governance except appointment and promotion and tenure decisions of tenure-track faculty.
 - b. Clinical faculty may comprise no more than 65% of the total tenure-track and clinical faculty in the department.
3. Associated faculty to include:
 - a. Clinical practice titles, adjunct titles, visiting titles, and lecturer titles
 - b. Tenure-track faculty on less than a 50% appointment to the University
 - c. Associated faculty with a clinical practice title shall have a full vote at faculty meetings, in faculty elections, and—if eligible to vote—in the appointment, reappointment, and promotion reviews of other associated faculty with a clinical practice title. Associated faculty, including those with a clinical practice title, may not participate in the appointment, promotion

and tenure reviews of tenure-track faculty, or in the appointment, reappointment, or promotion reviews of clinical faculty.

4. Emeritus faculty
 - a. Tenure track, clinical, research, or associated faculty who, upon retirement, are recommended by the Chair, the Dean, and the Executive Vice President and Provost for emeritus status.
 - b. Emeritus faculty may not vote on any matter.

All other faculty may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in a separate document, [“Appointments, Promotion, and Tenure, Criteria and Procedures for the Department of Veterinary Clinical Sciences.”](#)

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

Faculty will adhere to the policies of the Department, the College and University in the conduct of their academic and professional activities including outside consultation and professional practice. Faculty will comply with the requirements of the [Ohio Ethics Law](#) and, if engaged in the practice of veterinary medicine, will maintain full or limited licensure by the [Ohio Veterinary Medical Board](#) as appropriate.

The Department recognizes the concept of shared governance with the presumption favoring faculty leadership on those matters in which faculty have primary responsibility, including curriculum, subject matter, and methods of instruction; research; faculty status (type of appointment, promotion and tenure of faculty); and those aspects of student life related to the educational process. Much of the development and implementation of policies and programs in the Department is carried out through faculty leadership and participation on standing and *ad hoc* committees.

V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The administrative staff of the Department is organized to provide support, in collaboration with the College resources, to teaching, service and scholarship, annual review process, internship/residency and graduate programs, promotion and tenure processes, faculty searches, visitor program and additional support to meet the needs of the Department and the faculty. Additional support for teaching, purchasing, HR matters, travel, grantsmanship etc. is available through shared the College and

University resources. The Chair or designee has overall responsibility for appointing, supervising, and evaluating the Departmental staff.

VI. OVERVIEW OF DEPARTMENTAL DECISION MAKING

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

VII. DEPARTMENTAL ADMINISTRATION

A. Department Chair

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

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

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

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

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 research, education, clinical practice, outreach, and administrative service activities and to recognize contributions in all such areas.
- To assign workload according to the department's workload guidelines (see Section IX) and faculty appointment type and rank.
- 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.
- To evaluate faculty members annually in accordance with both university and department criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by the department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend, after consultation with the eligible faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty to the Dean of the College, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this Department's Appointments, Promotion and Tenure Document.
- To ensure that all faculty members, regardless of their assignment are offered the privileges and defined responsibilities and tasks appropriate to their appointment type and 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 residents/graduate students who may benefit from such assistance.
- To prepare the annual budget recommendations for consideration by the Dean. The Chair in consultation with the Assistant Dean of Finance and Administration has 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 work with the Associate Dean of Professional Programs 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. 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 Faculty Meetings; Departmental Policies, Procedures, Guidelines and Protocols; and documents pertaining to other necessary and important matters are maintained on a Departmental intranet site.
- To maintain a curriculum vitae for all personnel teaching a course in the Department's curriculum.
- To schedule Departmental faculty meetings on a regular basis and to provide notice to the faculty of the meeting and the agenda in advance.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the College and Office of Academic Affairs.
- To consult with the Executive Associate Dean and Associate Dean of Research in the allocation of Departmental office and research space based on the needs of the program and available resources.
- Following consultation with the faculty, to encourage research and educational investigations; in conjunction with the Associate Dean of Professional Programs to manage the Department's course offerings and individual faculty teaching schedules; respond to faculty and staff grievances; represent the Department at

the College's Cabinet meetings and on various University-wide committees and meetings; recruit faculty, staff, and students; communicate and correspond with alumni, clients, and other constituents; and participate in development activities.

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. 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.

B. Associate/Vice Chair Appointment and Responsibilities

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

C. Section Heads

Section Heads will be appointed by the Executive Associate Dean and Chief Medical Officer in consultation with the Chair and VMC Director. Sections are comprised of faculty that represent a specific clinical service specialty and generally oversee a specialty residency/graduate training program (anesthesia, dermatology, ophthalmology, small animal surgery, food animal, etc.). The term of the appointment for Section Heads is one year and is renewable. Section Heads are members of the Veterinary Medical Center (VMC) Board (See Appendix). It is the responsibility of the Section Head to represent the collective views of the sections' faculty at the VMC Board meetings and other appropriate venues and make recommendations to the Executive Associate Dean and chief medical officer, Hospital Director, and Chair regarding matters within their section.

The Section Heads will have general administrative responsibility, including leadership and guidance of the academic and clinical programs of the service subject to approval of the Executive Associate Dean and Chair. Duties of the

Section Head will be assessed and/or modified by the Executive Associate Dean and Chief Medical Officer and Chair in consultation with the VMC Board and in accordance with the appointment and/or annual review letters.

Specifically, the Section Head should:

- Have a broad responsibility that includes assisting the Chair and VMC Director with the supervision and evaluation of faculty, house officers, students, and staff within their section.
- Ensure appropriate clinic scheduling to maintain excellent clinical teaching, client and referring veterinarian service and patient care.
- Ensure that the goals and operation of the section are 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 to promote continual improvement of instruction and student learning.
- Upon request, make evaluations annually to the Chair and VMC Director on performance evaluation of section members in accordance with both University and Department criteria. This would predominantly pertain to clinical service and matters of section cooperation.
- Adjudicate leave (vacation, professional leave, etc.) requests for section members. Approval (by signature) signifies that the absence will not negatively impact teaching, client service, patient management, intern/resident training, or colleagues. Section Heads will maintain a service calendar to ensure coverage. All leave and travel must follow the 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 workups and proper patient management, assessment of complete patient charges for medical care provided, and other related activities.
- Convene section meetings on a regular basis and maintain agendas and/or records of discussions.
- In working with the program coordinator, ensure that residents/graduate students are provided appropriate orientation, guidance/mentoring, evaluation, and feedback.
- Delegate, where appropriate, tasks to other section 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 section's visiting clerkship/scholar program.

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

D. 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 (See Appendix for a full description of the standing committees). The Chair is an ex officio member of all Department committees and may vote as a member on all committees except the Committee of Eligible Faculty (see the Departmental [Appointments, Promotion and Tenure Criteria and Procedures document](#)) and the Promotion and Tenure Subcommittee.

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). Faculty members will be appointed to achieve broad and diverse representation across services and disciplines. The Chair will appoint the committee's Chair, 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 Departmental committees include:

1. The Promotion and Tenure Subcommittee of the Committee of Eligible Faculty whose composition and responsibilities are outlined in the Departmental [Appointments, Promotion and Tenure Criteria and Procedures document](#). This committee shall also serve as the Departmental Annual Review Committee for probationary faculty in the Spring.
2. The Post-Professional Education Committee (PPEC) which is responsible for establishing training benchmarks and guidelines for, as well as oversight of all specialty internship, resident, and fellowship clinical training programs. This committee is 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 voting faculty of the Department. The committee will develop a plan to foster excellence in the resident education, training, and mentoring programs. When possible, committee members are appointed based on their designation as program coordinator for the AVMA approved specialty boards represented within the Department. The Council for Graduate Studies will maintain the MS graduate program for the Department.

3. The Intern Committee is responsible for establishing training benchmarks and guidelines for, as well as oversight of all intern clinical training program. The committee is responsible for intern selection, evaluation, and mentorship of all interns within the Department. Substantive programmatic changes must be agreed upon by the committee and presented to and discussed by the full regular faculty of the Department. The committee will develop a plan to foster excellence in the interns' education, training, and mentoring programs.

4. Departmental Mentoring Committee. 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. 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.

5. The Research Committee is composed of Departmental faculty with relatively greater distribution of effort directed at research and scholarship. The committee serves to advise the Chair on all matters related to fostering research within the Department.

Generally, appointment of Departmental committee Chairs and members will be for three years unless otherwise specified. Terms can be renewable. Appointment of Departmental faculty members to the 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 the College committees and councils.

VIII. FACULTY MEETINGS

Any matters concerning Departmental policy which, in the opinion of the Chair should be considered or acted upon by the faculty of the Department, shall be presented by the Chair or designee for discussion. Departmental faculty meetings are generally scheduled monthly. The agenda is set by the Chair with input for agenda items from the Chairs of the standing committees and other administrative units such as the Office of Professional Programs, the College Office of Academics Affairs, etc. The Department recognizes the scheduling challenges inherent in a faculty of our size and working to fulfill the diverse areas of our mission. Thus, presentation and discussion of matters can be supplemented by the use of electronic and digital resources. When a Department vote is required on a matter, votes will be conducted electronically over a period of at least one week. Faculty members with a 50% or more compensated appointment in the

Department as tenure-track faculty, clinical faculty, or those associated faculty with a clinical practice title shall have a full vote (please see section IV for details).

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 a simple majority of all faculty members eligible to vote.

An affirmative vote is defined as a simple majority of those members of the faculty who cast a vote. When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the Chair will necessarily make the final decision.

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

The Chair will preside over Departmental faculty meetings. 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.

The Administrative Assistant to the Chair will announce and shall keep, or cause to be kept, records of Department meetings and faculty votes.

IX. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES AND WORKLOAD

The faculty in the Department of Veterinary Clinical Sciences consists of individuals whose appointments and responsibilities vary considerably. Depending on their appointment type, members of the faculty are expected to contribute to the instructional, funded research, scholarship, clinical practice, extension, outreach, and administrative missions and roles of the Department and the College. It is neither expected nor considered desirable for all faculty members to make equivalent contributions to each of these missions, but these should be proportional to their appointment, responsibilities, and time and effort distribution. Faculty assignments are described in the initial letter of offer and updated during the annual performance and merit review process based on Departmental needs as well as faculty productivity and career development.

When a faculty member's contributions decrease in one area, additional activity in the other areas is expected. Fluctuations in the demands and resources of the Department and individual circumstances of faculty members may also warrant changes. 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. Assignments and expectations

for the upcoming year are addressed as part of the annual performance and merit review by the Department Chair or Vice Chair. If changes to assignments or distribution of effort are discussed, Chair will have final approval.

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

For off-clinic blocks faculty telework is allowed with approval of the Department Chair after review of the appropriate University/College telework agreement. The range of duties performed while teleworking must be specified. Telework may be approved when the faculty member can be available for remote meetings, teaching, and consultation. Exceptions must be consistent with University policy and approved by the Department Chair and the Dean/Executive Associate Dean.

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

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

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

A. Tenure-Track Faculty

Tenure-track faculty members are expected to contribute to the university's mission via teaching, scholarship, and service.

Guidelines for Teaching Assignments

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the DVM curriculum and clinical teaching in the Veterinary Medical Center. Recognizing that the university's standard teaching assignment for full-time tenure-track faculty members (four

courses per 9-month academic year) is not representative of the College of Veterinary Medicine's team-teaching and clinical engagement teaching methods, the Department of Veterinary Clinical Sciences aligns its teaching expectation with a time commitment of approximately 50% time allocation to total workload with the remainder of a faculty member's time allocated to research and service. Teaching time on clinical duty is estimated to encompass approximately 40% of a faculty member's time while on service. Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

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

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

Every tenure-track 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 as needed. All eligible faculty are encouraged to serve as an advisor for graduate students and seek funds to support their stipend and research projects.

Research

Research and discovery and the scholarship of teaching are important parts of the mission. Tenure-track faculty are 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 and the College goals, including serving as a basis for graduate education and research training. In addition, tenure-track faculty members are expected to make scholarly contributions and obtain intramural and/or extramural grants consistent with their appointment and distribution of effort. Refer to the [VCS](#)

[APT document](#) for detail. Published accounts of research, particularly peer-reviewed publications in scholarly journals, are the primary indicators of high-quality research productivity. In addition, all tenure-track faculty 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. For guidance on expectations based on their percent research effort faculty should refer to the [College Research Metrics document](#).

Service

Tenure-track faculty are expected to actively engage in various aspects of service, which include Department, the College, and University service, and encouraged to serve on 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.

Faculty members are also 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 profession outside of The Ohio State University. On balance, service to other professional or industry organizations cultivates relationships and partnership that are often beneficial to the Department, VMC and the College. Continuing education at the local, state, regional, national, and international levels is important in disseminating new knowledge and technology and advancing veterinary medicine, and it benefits the profession, community, and society. The Chair will encourage faculty to become involved in outreach and engagement and couple this activity to teaching, research/scholarship, and clinical practice.

Clinical Service (or clinical practice)

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.

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the Chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's

other duties, and taken into account for the AMC Process. The Chair should also consider this additional service burden in managing service loads among faculty.

1. Special Assignments

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

Untenured faculty will normally be provided an SA for research for one semester during their probationary period. Reasonable efforts will be made to award SA opportunities to all other faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out departmental work. Faculty may request a SA, consistent with the Department's requirements for SA proposals. The Chair shall make a recommendation to the Dean regarding a SA proposal. Award of the SA will be based on the quality of the proposal and its potential benefit to the Department or University and the faculty member as well as the ability of the Department to accommodate the SA at the time requested.

B. Clinical Faculty

Clinical appointments exist for faculty members who focus principally on the department's education and clinical needs. Clinical faculty provide teaching while on clinical service (40% of clinical service time devoted to teaching/instruction/training) and typically have 10-15% effort allotted for didactic and laboratory teaching. Clinical faculty members are encouraged to participate in graduate program development and teaching. Clinical faculty members are encouraged to have a Graduate School Category M status, which is necessary to mentor graduate students. All eligible faculty are encouraged to serve as an advisor for graduate students and seek funds to support their stipend and research projects.

Clinical faculty members are expected to advance clinical veterinary medicine through collaborative research and discovery and disseminating new clinical knowledge. (For guidance on expectations based on their percent research effort faculty should refer to the [College Research Metrics document](#) [requires login]) Clinical faculty members are expected to obtain intramural and/or extramural grants consistent with their appointment and distribution of effort.

Clinical faculty members' service expectations are similar to those for tenure-track faculty.

C. Associated Faculty

Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments.

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

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

The standard teaching assignment for full-time lecturers is eight courses per academic year.

D. Modifications of Duties

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

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

X. Course Offerings, Teaching Schedule and Grade Assignments

The Chair, in conjunction with the Associate Dean of Professional Programs, is expected to generally manage the Department's course offerings and individual faculty teaching schedules. However, the Associate Dean of Professional Programs is ultimately responsible for course offerings and teaching schedules and ensuring that courses needed by students are being offered, that class availability is distributed across the day and week, and that minimum class sizes are maintained as required by Faculty Rule [3335-8-16](#).

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

XI. ALLOCATION OF DEPARTMENTAL RESOURCES

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 faculty periodically on resource allocation matters and discuss aspects of 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, Executive Associate Dean and Chief Administrative Officer.

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. Full-time faculty will be given office space priority. When available emeritus, 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.

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 and Associate Dean for Research and Graduate Studies maintain final authority for distribution and use of research space. 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 Appointments, Promotion and Tenure Document.

XII. LEAVES AND ABSENCES

The University's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources [Policies and Forms website](#). In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)). The information provided below supplements these policies.

A. Discretionary Absence

Faculty and staff members are expected to complete a travel request or a [request for absence](#) well in advance (e.g. 30 days) of a planned absence (for attendance at a professional meeting or to engage in consultation) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Department Chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs must approve any discretionary absence longer than ten consecutive business days (see Faculty Rule [3335-5-08](#)).

B. Absence for Medical Reasons

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

C. Unpaid Leaves of Absence

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

D. Faculty Professional Leave (FPL)

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

The Board of Trustees requires that every College and Department have formal criteria for reviewing the merits of proposals, including procedures for peer review, for faculty professional leave submitted from faculty within their units. Applications for FPL in VCS will follow the format determined by the Office of Academic Affairs. They must be peer-reviewed by the requestor's section with a recommendation by the section head forwarded to the Chair for consideration.

Following peer-review, the FPL application and recommendation are sent to the Chair for review. The Chair shall review the application and forward only those recommended for approval to the Dean. The Chair's recommendation will be based

on the quality of the proposal and its potential benefit to the Department and to the faculty member as well as the ability of the Department to accommodate the leave at the time requested.

E. Parental Leave

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

XIII. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid External Consulting Activity is available in the university's [Policy on Outside Activities and Conflicts](#).

The Department of Veterinary Clinical Sciences adheres to these policies in every respect. Faculty members are allowed to engage in paid external consulting to the extent that these activities are clearly related to the mission of the University and the expertise of the faculty member; provide direct or indirect benefits to the University and do not entail a conflict of interest or commitment, do not infringe on the University's intellectual property rights, and are not in violation of Ohio State laws. The Department expects faculty to carry out the duties associated with their primary appointment with the University at a high level of competence before seeking other income-enhancing opportunities.

All activities providing additional compensation must be approved by the Department Chair regardless of the source of compensation. External consulting also must be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the Department and the College. In addition, it is University policy that faculty may not spend more than one business day per week over the 52-week year on supplementally compensated activities and external consulting combined.

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

Should a Departmental faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to

him or her, such textbook or material may be required for a course by the faculty member only if (1) the Department Chair and Dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the Department or the College reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

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

A. Department guidelines:

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

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

Ultimately the interpretation of external activities relative to these core principles will rest on the judgment of the Department Chair, Associate Executive Dean and Chief Medical Officer, and the Dean. In the event the faculty member disagrees with the Department Chair's decision regarding the outside activity requested, the faculty member may appeal this decision to the College's Salary and Non-Salary Appeals Committee. They will provide a recommendation to the Dean who will render a decision regarding the activity.

1. External professional activities typically not requiring additional documentation beyond a request for absence form.

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

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

Outreach activities are defined as professional activity, advice, or consultation provided by the faculty member on behalf of the University, the College or Department. Outreach activities are delivered as part of the faculty member's normal salaried activities, and without additional personal compensation directed to the faculty member.

2. External professional activities requiring additional documentation and approval.

External consultation, external continuing education (CE), and the external practice of veterinary medicine require completion of an application for leave request and prior approval by the Department Chair. Faculty requesting leave for these activities must also complete the Paid External Consulting and Conflict of Interest forms and complete the Universities [eCOI form](#) annually.

a. External consultation

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

b. External continuing education (CE)

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

c. External veterinary practice

Veterinary practice is defined by Chapter 4741 of the Ohio Revised Code. External veterinary practice is that practice which is conducted outside the confines of the University practice in return for personal compensation. Under limits specified by this document, the practice of veterinary medicine is

allowed outside the College provided it is not within the boundaries of Ohio, it does not violate any of the core criteria, and that prior approval is granted by the Chair in consultation with the Section Head, Executive Director, and Chief Medical Officer of the Veterinary Health System, and/or Dean.

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

The use of Departmental, Veterinary Medical Center, the College or University vehicles or equipment for externally compensated professional activities is not permitted.

XIV. FINANCIAL CONFLICTS OF INTEREST

The University's policy with respect to financial conflicts of interest is presented in the university's [Policy on Outside Activities and Conflicts](#). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any University duty or responsibility, including designing, conducting, or reporting research.

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

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities. Further information about conflicts of commitment is included in section IX above.

XV. GRIEVANCE PROCEDURES

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

A. Salary Grievances

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

In cases that cannot be resolved at the Department level, a faculty member may file an appeal with the college's Faculty Salary and Non-Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Volume 1, Chapter 3 of the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

B. Faculty Promotion and Tenure Appeals

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

C. Faculty and Staff Misconduct

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

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

D. Harassment, Discrimination, and Sexual Misconduct

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

- 1 Ohio State's policy and procedures related to equal employment opportunity are set forth in the University's [policy on equal employment opportunity](#).
- 2 Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the University's [policy on nondiscrimination, harassment, and sexual misconduct](#).

E. Violations of Laws, Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the University community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).

F. Complaints by and about Students

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Associate Dean for Professional Programs, the Associate Dean of Research and Graduate Studies, or a Department Chair, the Associate Dean or Department Chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Associate Dean or Department Chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Associate Dean or Department Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

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

G. Academic Misconduct

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

Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) does not hear cases involving academic misconduct in colleges having a published honor code, although some allegations against graduate students fall under the committee's jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the relevant office (Graduate Studies or Professional Programs), who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the College's procedures for addressing allegations of violations of the professional student honor code.

H. Professional Veterinary Student Honor Code

The veterinary code of conduct and [Honor Code](#) are distributed to students in the veterinary student handbook and available on the College website. The Associate Dean for Professional Programs serves in an advisory capacity for the College's student council. The Student Judiciary Council is a standing committee of Student Council and holds hearings for allegations of honor code violations. The Assistant Dean of Student Success a quorum of the Student Judiciary Council, and at least one voting faculty advisor attend these hearings. All proceedings are strictly confidential.

XVI. APPENDIX: STANDING COMMITTEES

All standing committees, except as otherwise noted, are appointed by the Department Chair.

- i. Promotion and Tenure Subcommittee/Departmental Annual Review Committee
- ii. Post-Professional Education Committee
- iii. Intern Committee
- iv. Research Committee
- v. Faculty Mentoring Committee

1. Department Promotion and Tenure Subcommittee/Departmental Annual Review Committee

The composition and responsibilities of this subcommittee are located in the Departmental [Appointments, Promotion and Tenure Criteria and Procedures document](#). The DPTSC consists of at least 11 non-probationary faculty members: at least 50% must be tenure track faculty, and at least 50% of these must be professors. The Department Chair may vary the composition of the committee to best represent the faculty as a whole.

2. Post-Professional Education Committee

The Post-Professional Education Committee (PPEC) serves as the Administrative unit for Resident clinical training and graduate studies. The committee is composed of one faculty member (tenure-track or clinical) from each of the specific AVMA board specialty constituencies represented in the Department and two residents with voting privileges selected by vote of the VCS residents/graduate students. The committee periodically assesses the effectiveness of the selection criteria for clinical and graduate training programs and makes recommendations for improvements. The committee evaluates and approves new training programs in the Department. The committee is 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 voting faculty of the Department. The committee will develop a plan to foster excellence in the resident and graduate student education, training, and mentoring programs.

3. Intern Committee

The Intern Committee serves as the Administrative unit for the intern selection process, intern scheduling and all matters pertaining to the intern program. Eleven standing committee members, including the Vice Chair for House Officer Success, represent the specific constituencies within the Department that train interns. Ad hoc VCS faculty members, both tenure-track and clinical, are assigned by the Vice Chair as individual intern advisors. The committee is responsible for annually re-evaluating

the Departmental Intern handbook and recommending changes or additions. Substantive programmatic changes must be presented to and discussed by the voting faculty of the Department. The committee develops and maintains a plan to foster excellence in intern education, training, and mentoring programs.

4. Research Committee

This committee is composed of seven VCS tenure-track and clinical faculty members including the Committee Chair. The 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 committee identifies 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 identifies 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.

5. Mentoring Committee

Departmental Mentoring Committee. 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. 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.