

**Patterns 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:**

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:**

The Department of Veterinary Clinical Sciences will be recognized nationally and internationally as a learning community for veterinary and comparative medicine - where our students are prepared for careers of excellence; our faculty and staff work collaboratively to research and solve problems of significance, create and share new knowledge, and advance both veterinary and human medicine; our team-based health system is the model for tertiary care for animals; we collectively advance the understanding of the power of the human-animal relationship and the positive health benefits of animals on people (zooeyia); and our alumni become the next generation of global leaders who also understand the importance of civic responsibility and our role in our communities.

C. Values:

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

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

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

All faculty and staff should work toward establishing and maintaining a team culture and an enriching and diverse intellectual working and learning environment. The 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. This statement can be found on the Office of Academic Affairs website, <http://oaa.osu.edu/rightsandresponsibilities.html>. 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

- A. Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. The department faculty consist of:
1. Tenure-track faculty with titles of instructor, assistant professor, associate professor, or professor
 2. Clinical faculty with titles of instructor – clinical, assistant professor – clinical, associate professor – clinical, or professor – clinical
 3. Associated faculty to include:
 - a. Clinical practice titles, adjunct titles, visiting titles, and lecturer titles
 - b. Those on less than a 50% appointment to the university
 4. Emeritus faculty
 - a. Tenure track, clinical, or research faculty who, upon retirement, are recommended by the chair, the dean, and the executive vice president and provost for emeritus status
- B. Faculty roles and responsibilities are defined by the Department Chair in accordance with university rules. Members of the faculty are expected to contribute to the instructional, funded research, scholarship, clinical practice, extension, outreach, and administrative missions and roles of the department and college. It is neither expected nor considered desirable for all faculty members to make equivalent contributions to each of these missions. Faculty assignments are described in the initial letter of offer and updated during the annual review process based on departmental needs as well as faculty productivity and career development.

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

- C. Faculty members in the department with a 50% or more compensated appointment and who hold an appointment as tenure-track faculty, clinical faculty, or those associated faculty with a clinical practice title, shall have a full vote at faculty meetings and in faculty elections. All other faculty may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

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

As defined by Board of Trustees Rule [3335-7-11](#), tenure-track and clinical faculty may be nominated and may serve if elected on the University Senate as a representative of the college. There is no minimum number of clinical faculty

required for service on University Senate. The maximum number of clinical faculty that may serve as representatives for the College of Veterinary Medicine will be in accordance with Board of Trustees Rule [3335-7-11](#) (Approved July 7, 2016).

- D. Faculty are evaluated at least annually for progression in the promotion and tenure process, for compensation increases, and to update their job responsibilities and distribution of effort.
- E. Faculty will adhere to the policies of the department, college and university in the conduct of their academic and professional activities including outside consultation and professional practice. Faculty will comply with the requirements of the Ohio Ethics Law <http://ethics.ohio.gov/education/factsheets/ethicslaw.pdf> and, if engaged in the practice of veterinary medicine, will maintain full or limited licensure by the Ohio Veterinary Medical Board (<http://ovmlb.ohio.gov/>) as appropriate.

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

VI. OVERVIEW OF DEPARTMENTAL ADMINISTRATION AND DECISION MAKING

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

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 <https://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html>. 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 the research, education, 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 recommend, after consultation with the tenure and clinical 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 Rule [3335-6](#) and this Department's Appointments, Promotion and Tenure Document.
- To ensure that all faculty members, regardless of their assigned location, are offered the 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 the annual budget recommendations for consideration by the Dean. The Chair has ultimate responsibility for allocating resources in an optimal manner. The Chair's fiscal responsibilities include monitoring expenditures to ensure spending remains within the resources allocated to the Department and ensuring that operations comply with University expenditure policies including appropriate fiscal controls. The Chair maintains appropriate oversight of the activities of those faculty and staff that have fiscal responsibility.
- To assure that all students enrolled in all courses taught by Department faculty are offered the best possible academic experience and learning environment, are treated with respect, and have meaningful mechanisms available for discussing their program and academic experience in the Department.
- To provide leadership in developing and sustaining a positive, enriching and satisfying working and learning environment that is characterized by civility and mutual respect. 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 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 schedule Departmental faculty meetings on a regular basis and to provide notice to the faculty of the meeting and the agenda in advance.
- The Chair, in consultation with the Dean, Executive Associate Dean and Associate Dean of Research is responsible for allocating Departmental office and research space based on the needs of the program and available resources.

Day-to-day responsibility for specific matters may be delegated to others, but the Chair retains final responsibility and authority for all matters covered by this Pattern 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.

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

B. Associate/Vice Chair Appointment and Responsibilities

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

C. Section Head

Section Heads will be appointed by the Executive Associate Dean 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 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 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 and staff within their section
- 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 VMC Director on performance evaluation of section members in accordance with both University and Department criteria.
- 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 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 section 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 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). 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.

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 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 whose composition and responsibilities are outlined in the Departmental Appointment, 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 intern and resident clinical training programs and the MS graduate program. 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 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.

3. 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.

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.

VII. 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 except during the summer months. The agenda is set by the Chair with a call for agenda items also sent to the chairs of the standing committees and other administrative units such as the Office of Professional Programs, 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. As noted in section (IV. C.), 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. 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 and staff 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.

VIII. DISTRIBUTION ON FACULTY DUTIES AND RESPONSIBILITIES

Members of the faculty are expected to contribute to the instructional, research, and service missions of the Department proportional to their appointment, responsibilities, and time and effort distribution. 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 review by the department chair.

The Office of Academic Affairs requires each Tenure Initiating Unit (TIU) to have Guidelines on the distribution of faculty duties and responsibilities as described in the OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.3 <http://oaa.osu.edu/policiesprocedureshandbook.html>.

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

A full-time faculty member's primary professional commitment is to The Ohio State University. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the Chair to ensure that no conflict of commitment exists. Information on faculty conflicts of commitments is presented in the OAA Faculty Conflict of Commitment policy <http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>.

A. Guidelines for Teaching Assignments

The university's policy with respect to faculty teaching load is set forth in the Office of Academic Affairs Policies and Procedures Handbook, Volume 1, Chapter 2, Sections 1.4.3 and 1.4.3.1 <http://oaa.osu.edu/policiesprocedureshandbook.html>. All

tenured, tenure-track, and clinical faculty will be expected to contribute to the department's teaching.

B. Special Assignments

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

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.

C. Parental 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 parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering.

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

Faculty may be eligible for additional protective leave under the Family Medical Leave Act and/or the University's Paid Parental Leave policy. Please consult the college's Human Resource office to review leave options and available benefits.

1. General Expectations of Effort

The following outlines the general responsibilities of faculty and forms the basis of the annual review. The evaluation in each of these areas is dependent on the assigned percent effort as stated in the Letter of Offer and revised annually during the Annual Review. Specifics as related to Promotion and Tenure and type of faculty appointment are to be found in the Departmental Appointments, Promotion and Tenure Criteria and Procedures.

Teaching – Curricular requirements for the program of study leading to a Doctor of Veterinary Medicine are the responsibility of the Associate Dean for Professional Programs with oversight and review process through the college Council on

Professional Education. These requirements are communicated and managed through the Office of Professional Programs. Curricular requirements for the program of study leading to an MS or PhD are the responsibility of the Associate Dean for Research and Graduate Studies with oversight and review process through the college Council for Graduate Studies and the Departmental PPEC.

Pre-clinical and clinical didactic and laboratory 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. Faculty will be encouraged and expected to serve as team/course leader/coordinator based on experience and stage of career. Clinical teaching occurs in the 4th year of the Professional curriculum. For an understanding on how the percent teaching effort is assessed faculty should refer to the College Teaching Metrics document (See Appendix). 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. 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.

Research – Research and discovery and the scholarship of teaching are important parts of the mission. Each faculty member with a research effort 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 and College 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 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. For guidance on expectations based on their percent research effort faculty should refer to the College Research Metrics document (See Appendix).

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.

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 profession outside of OSU. On balance, service to other professional or industry organizations cultivates relationships and partnership that are often beneficial to the Department, VMC 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, Veterinary Medical Center and College include the Greyhound Health and Wellness Program; the Honoring the Bond Program; the Safe Haven Program; the Outreach 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.

IX. 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 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. 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.

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.

X. LEAVES AND ABSENCES

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook Volume 1; Chapter 1; Section 1.11 <http://oaa.osu.edu/handbook.html> and Office of Human Resources Policies / Forms website www.hr.osu.edu/policies-forms. The information provided below supplements these policies.

A. Discretionary Absence

Faculty and staff members are expected to complete an [Application for Leave form](#) 30 days in advance of a planned absence to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and 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. Under University Faculty Rule [3335-5-08](#), the Office of Academic Affairs must approve any discretionary absence longer than ten consecutive business days and must be requested on the [Application for Leave form](#).

B. Absence for Medical Reasons

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

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 Office of Academic Affairs Policies and Procedures Handbook Volume 1; Chapter 1; Section 1.11 <http://oaa.osu.edu/handbook.html> and at <http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>. The Board of Trustees requires that every college and department have formal criteria for reviewing the merits of proposals, including procedures for peer review, for faculty professional leave submitted from faculty within their units. Applications for FPL, which must follow the format determined by the Office of Academic Affairs, must be peer-reviewed in the department using procedures detailed in each department's Pattern of Administration.

Following peer-review, the FPL application and recommendation 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.

XI. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

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

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

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

The 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 State of Ohio 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 supplemental 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 college. In addition, it is university policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

OAA requires colleges and departments to determine a process for a faculty member to request permission to use a textbook or other material that is authored by that faculty member and the sale of which results in a royalty being paid to him or her.

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

Ultimately the interpretation of external activities relative to these core principles will rest on the judgment of the Department Chair or appropriate administrative head. In the event the faculty member disagrees with the Department Chair's decision regarding the outside activity requested, the faculty member may appeal this decision to the Executive Committee of Cabinet, excluding the faculty member's Department Chair, who will provide a recommendation to the Dean who will render a decision regarding the activity.

1. External professional activities typically not requiring additional documentation beyond a leave form

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

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

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

2. External professional activities requiring additional documentation and approval

External consultation, external continuing education (CE), and the external practice of veterinary medicine require completion of an application for leave request and prior approval by the department chair. Faculty requesting leave for these activities must also complete the Paid External Consulting and Conflict of Interest forms and complete the Universities eCOI form annually (<http://orc.osu.edu/regulations-policies/coi/ecoi/>)

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, college or university vehicles or equipment for externally compensated professional activities is not permitted.

XII. FINANCIAL CONFLICTS OF INTEREST

The university's policy with respect to financial conflicts of interest is available at the Office of Research Compliance, Regulations & Policies: <http://orc.osu.edu/files/2013/02/Policy-on-Faculty-Financial-Conflict-of-Interest.pdf>. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities.

XIII. 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.

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

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 (www.hr.osu.edu/).

B. Faculty Misconduct

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

C. Faculty Promotion and Tenure Appeals

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

D. Sexual Misconduct, Sexual Harassment, and Relationship Violence

The university's policy and procedures related to sexual misconduct, sexual harassment, and relationship violence are set forth in OHR [Policy 1.15](#).

E. Student Complaints

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

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

The Committee on Academic Misconduct does not hear cases involving academic misconduct in professional colleges having a published honor code, Board of Trustees Rule 3335-23-14 <http://trustees.osu.edu>. Some allegations against graduate students fall under the committee's jurisdiction.

F. Code of Student Conduct

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

G. Professional Veterinary Student Honor Code

The veterinary code of conduct and honor code are distributed to students in the veterinary student handbook and available on the college website. The Associate Dean for Professional Programs serves in an advisory capacity for the college's student council. The Student Judiciary Council is a standing committee of Student Council and holds hearings for allegations of honor code violations. The Associate Dean for Professional Programs and at least one voting faculty advisor also attend these hearings. All proceedings are strictly confidential.

XIV. APPENDICES

A. Standing Committees

1. Promotion and Tenure Sub-Committee
2. Post-Professional Education Committee
3. Intern Committee
4. Research Committee
5. VMC Board
6. Faculty Mentoring Committee

B. Mentoring Committee Guidelines

C. Research Metrics Document

D. Teaching Metrics Document

1. Department Promotion and Tenure Subcommittee

The composition and responsibilities of these committees are located in the Departmental Appointment, Promotion and Tenure Criteria and Procedures.

2. Post-Professional Education Committee

The Post-Professional Education Committee (PPEC) serves as the Administrative unit for Resident clinical training and graduate studies. Members of the committee will be appointed by the Chair to represent specific constituencies. 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.

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. Members of the committee will be appointed by the Chair to represent specific constituencies and will be overseen by the Intern Program Director.

4. 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 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

5. Veterinary Medical Center (VMC) Board

Overview: The VMC Board is advisory to the Veterinary Health System (VHS) executive director/chief medical officer and the VMC director. Members consist of the clinical section heads, director of the Clinical Diagnostic Laboratories VHS executive director/chief medical officer, and VMC director.

Guidelines for Mentoring Committees Veterinary Clinical Sciences

Members of the Subcommittee on Faculty Mentoring

- ❖ Chair

Permanent Mentoring Committees

- ❖ Two to 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 will be designated as Chair and 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

- ❖ The Chair of the Mentoring Committee will send a form letter notifying the VCS Department Chair of each committee meeting. The form can be found at <https://cvmcommunity.osu.edu/documents/103>.

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 peer teaching review, preparing and maintaining dossiers, the P&T process, annual reports, and their CV
- ❖ Helping new faculty to build “bridges” to colleagues in VCS or other departments and colleges who can work together to facilitate the faculty members career development and growth
- ❖ 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

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 and VIS
- ❖ Teaching in the Hospital – Office of Teaching and Learning
- ❖ Program Elements
- ❖ 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)
- ❖ Office of Teaching and Learning and Office of Student Services– 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
- ❖ Reference works 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 | Budget preparation | Overhead for sponsored research, clinical trials | release time
- ❖ College Clinical Trials office, CRAC approval, Owner consent approval
- ❖ 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
- ❖ 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 up to date CV
- ❖ The faculty member’s dossier (including appropriate formatting per OAA)
- ❖ Teaching portfolios

- ❖ Peer review, SEI's
- ❖ APT document
- ❖ Online data-entry of faculty member's activities (Research in View or other)

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

- ❖ Establishing reasonable work expectations (open ended discussion)
- ❖ Resources and Programs available to help faculty members, EAP
- ❖ Approaches for working as a member of a team,
- ❖ Importance of professional compartment 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 | vacation | ELeave for business vs vacation

Research Metrics

This document serves as guide for College of Veterinary Medicine (CVM) faculty and administrators to set expectations and determine research productivity corresponding to the designated percent effort for research.

All tenure track, clinical and research faculty are expected to perform scholarship. Scholarly efforts range from 5 to 25%. Scholarship serves to build the reputation of individual faculty and CVM and is evaluated according to its specific nature during annual review. Scholarship is defined as the dissemination of knowledge [(see E. Boyer (Scholarship Reconsidered))] and includes book chapters, books, reviews, case reports, proceedings papers, research papers, published extension and teaching materials, among others. For the purpose of this document, research is defined as the generation of knowledge that is published in peer-reviewed scientific literature.

Faculty with research expectations fall into two categories: an assigned effort for research and scholarship of 30-50% or 55-90% effort.

Expectations for faculty with 55-90% research effort are to maintain an independent, continuously extramurally funded research program which generates IDC and release time and employs research personnel (graduate students, postdocs and/or staff) and to publish two primary research publications as first and/or senior author or patent applications per year on a rolling 5 year average. Collaborative research and publications are viewed as significant if there is a clearly defined contribution corresponding with percent effort on grants and funds from collaborative grants.

Expectations for faculty with a 30-50% research effort are to maintain a research focus, to regularly seek extramural funding which generates IDC and release time, to train graduate students, and to publish at least two senior or co-author scientific manuscripts or patent applications per year based on a 5-year rolling average. Collaborative research and publications are expected to reflect the research expertise of the individual faculty member.

Faculty are expected to determine realistic expected effort on all grants to the major funding agencies (NIH, NSF, USDA and industry) and charge appropriately for their time and the respective IDC. For PIs, this will typically be an effort of at least 10% (per grant) and for co-investigators of at least 5% (per grant).

When extramural funding for faculty with research effort of $\geq 55\%$ lapses, they will develop plans to obtain extramural grants with the department chair. This review will consider current and future projects, summary statements of unsuccessful grant proposals and potential retargeting of the research focus including evaluating the potential of collaborative research. The plan developed by faculty and chair will be reviewed by the associated dean for research and graduate studies who will decide about the provision of bridge funding. After 3 years without extramural funding and/or without sufficient number of publications a redistribution of effort to teaching and service will be determined based on the needs of the department and college

by the department chair and the dean. Redistribution of laboratory space will be considered at the discretion of the associate dean for research and graduate studies. Eventually, FTE reduction may be considered at the discretion of the chair and the dean.

Incentives: Faculty with a nine month appointment are allowed to add up to 3 months compensation in accordance with university guidelines. Additional release time will be split between the department and the faculty following established Departmental patterns and guidelines.

Teaching Metrics

This document serves as a guide for faculty and administrators to set expectations for teaching corresponding to the designated percentage effort for teaching.

In the College of Veterinary Medicine, teaching duties apply principally to the teaching of veterinary and graduate students as well as residents, but may also include the teaching of undergraduate students and postdoctoral fellows. The expected percentage effort for teaching is outlined in the letter of offer and subsequent annual review letters from the Chair. Recognizing that many faculty may work 50 to 60 hours a week, for the purpose of this policy, calculations are based on a 40 hour work week. The formula to define teaching hours per faculty is outlined below.

Time spent per lecture hour:

- * 12 hours for a new lecture
- * 3 hours for an established lecture
- * 6 hours Time spent as team leader per credit hour:

Time spent per laboratory hour:

- * 1 hour (actual laboratory time)

Time spent as laboratory coordinator per laboratory hour:

- * 10 hours for a new laboratory
- * 5 hours for an established laboratory

Time spent on teaching as part of clinical service:

- * determination by faculty within a range of 40 to 60% Time spent on teaching as part of research activity:
- * determination by faculty within a range of 5 to 20%

Faculty with teaching expectations fall into three categories: an assigned effort for teaching of greater than 50%, 15-50%, and less than 15%.

Expectations for faculty with greater than 50% assigned teaching effort are to maintain:

- A clearly identifiable teaching program with regular and continuous contributions to classroom, laboratory, clinical, online, and/or field teaching of professional students and/or graduate students;

- Regular mentoring of professional students, graduate students, or clinical residents and interns outside of the classroom;
- Demonstrated leadership such as teaching team leadership, active participation on CPE and/or the preclinical or clinical subcommittee, or active participation on the Council for Graduate Studies;
- Demonstrated enhancement of teaching activities and student learning which may include a variety of activities such as pedagogical papers, textbooks and other publications, creativity in teaching, program development, compilation of essential education resources, creation of digital simulation or other learning tools, and others

Expectations for faculty with 15-50% assigned teaching effort are to maintain:

- A clearly identifiable teaching program with regular contributions to classroom, laboratory, clinical, online, and/or field teaching of professional students and/or graduate students;
- Demonstrated enhancement of teaching activities and student learning;

Expectations for faculty with less than 15% assigned teaching effort are to maintain:

- Contributions to classroom, laboratory, clinical, online, and/or field teaching of professional students and/or graduate students.

Metrics of teaching include student evaluations, peer evaluations and documents such as teaching portfolios and publications related to teaching. In general, student evaluations of 3.5 and higher for didactic teaching and of 4.0 and higher for clinical teaching are expected.

For teaching in the research setting the development of a mentoring plan by faculty, timely completion of the candidacy exam and the degree program as well as scientific presentations (poster and/or oral) of graduate students and postdocs in seminars and conferences are expected.

If the time requirement outlined in this document does not adequately reflect the teaching effort necessary to perform the teaching duty of faculty, this should be discussed with the department chair.

Deviations from the teaching metrics will be discussed between chair and faculty, and faculty will develop and implement an improvement plan.