

# **2026-2027 RESIDENCY PROGRAM HANDBOOK**



**Department of Veterinary Clinical Sciences  
College of Veterinary Medicine  
The Ohio State University**

Revised: May 2026

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## Preface

Post-DVM residency training programs in the Department of Veterinary Clinical Sciences at The Ohio State University provide advanced and intensive training in the principles and practice of specialty veterinary medicine. The faculty of each section provides the day-to-day oversight and training of our residents, while the Post-Professional Education Committee (PPEC) serves as the administrative unit for resident clinical training and graduate studies. The Vice Chair of House Officer Success is the head of the PPEC.

This handbook serves as a reference for both residents and faculty regarding the rules and policies of the Department of Veterinary Clinical Sciences, the College of Veterinary Medicine, and The Ohio State University that pertain to all residents in the department. In addition, residents should receive and be familiar with the guidelines and policies of their specialty as outlined in the Specialty Service Residency Program Descriptions. The residents who choose to pursue a post-DVM masters or doctoral degree should also receive and be familiar with the rules and policies relative to graduate studies that are detailed in the College of Veterinary Medicine Graduate Program Handbook and the Graduate School Handbook at The Ohio State University.

The training, mentoring and advising of residents through three years of clinical specialty training is a primary mission of the Department of Veterinary Clinical Sciences to which the faculty is deeply committed. This Residency Program Handbook (along with the Specialty Service Resident Program Description, CVM Graduate Program Handbook, and OSU Graduate School Handbook) provides the framework for all residents to successfully complete their residency program, and for faculty to advise their residents through successful completion of the residency.

## Mission, Vision, and Core Values

### **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.

### **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.

### **Values:**

Accountability, Collegiality, Empathy, Inclusivity, Integrity, Innovation.

## Residency Programs in the Department of Veterinary Clinical Sciences

| Program                                | Faculty Program Director | Email of Program Director                                          |
|----------------------------------------|--------------------------|--------------------------------------------------------------------|
| Anesthesia                             | Ricco                    | <a href="mailto:Riccopereira.1@osu.edu">Riccopereira.1@osu.edu</a> |
|                                        |                          |                                                                    |
| Behavior                               |                          |                                                                    |
|                                        |                          |                                                                    |
| Cardiology                             | Zelachowski              | <a href="mailto:Zelachowski.4@osu.edu">Zelachowski.4@osu.edu</a>   |
|                                        |                          |                                                                    |
| Equine Medicine                        | Toribio                  | <a href="mailto:Toribio.1@osu.edu">Toribio.1@osu.edu</a>           |
|                                        |                          |                                                                    |
| Equine Surgery                         | Rice                     | <a href="mailto:Rice.871@osu.edu">Rice.871@osu.edu</a>             |
|                                        |                          |                                                                    |
| Farm Animal Medicine & Surgery         | Lozier                   | <a href="mailto:Lozier.29@osu.edu">Lozier.29@osu.edu</a>           |
|                                        |                          |                                                                    |
| Medical Oncology                       | Kisseberth               | <a href="mailto:Kisseberth.2@osu.edu">Kisseberth.2@osu.edu</a>     |
|                                        |                          |                                                                    |
| Neurology                              | da Costa                 | <a href="mailto:Dacosta.6@osu.edu">Dacosta.6@osu.edu</a>           |
|                                        |                          |                                                                    |
| Ophthalmology                          | Newbold                  | <a href="mailto:Newbold.16@osu.edu">Newbold.16@osu.edu</a>         |
|                                        |                          |                                                                    |
| Radiation Oncology                     | Fu                       | <a href="mailto:Fu.977@osu.edu">Fu.977@osu.edu</a>                 |
|                                        |                          |                                                                    |
| Radiology (Diagnostic Imaging)         | Green                    | <a href="mailto:Green.689@osu.edu">Green.689@osu.edu</a>           |
|                                        |                          |                                                                    |
| Small Animal Emergency & Critical Care | Yaxley                   | <a href="mailto:Yaxley.1@osu.edu">Yaxley.1@osu.edu</a>             |
|                                        |                          |                                                                    |
| Small Animal Internal Medicine         | Byron                    | <a href="mailto:byron.7@osu.edu">byron.7@osu.edu</a>               |
|                                        |                          |                                                                    |
| Small Animal Surgery                   | Wanstrath                | <a href="mailto:Wanstrath.8@osu.edu">Wanstrath.8@osu.edu</a>       |
|                                        |                          |                                                                    |
| Theriogenology                         | Runcan                   | <a href="mailto:runcan.1@osu.edu">runcan.1@osu.edu</a>             |

## Terms of Employment

### **Licensure**

The Ohio Revised Code requires all veterinarians within the College to hold a current Ohio license to practice veterinary medicine. Conditions of employment are contingent upon your eligibility to obtain and maintain the minimal state requirement of a license. If at any time you lose eligibility to be licensed, your employment with the University will be at risk. More information on licensure can be found at <https://ovmlb.ohio.gov/licensing.stm> or by contacting the Department office.

The application process and payment for the licensure is the responsibility of the resident. Residents are required to be licensed prior to their first day of employment as outlined in the official letter of offer. Residents are required to keep their license in good standing throughout their residency. First time applicants will be required to be fingerprinted and submit to a background check that is in addition to any background check provided by the University. Residents are responsible for any associated costs for out-of-state background check processes.

### **Authorization to Work Requirements**

The University is required by Federal law to verify the identity and work authorization of all new employees. This verifies you are either a US citizen, in an equivalent status, or eligible to work in the United States. Accordingly, the offer of a residency position is contingent upon such verification. You will be asked to complete the I-9 form in Workday and to schedule an appointment with the main university's Human Resources office to verify your forms of identification within the first three days of employment. Information on Form I-9 and acceptable forms of identification can be found by clicking [here](#).

### **Non-Compete Clause**

Residents will be required to sign a non-compete/non-solicitation agreement contained in their official letter of offer. This will involve a one (1) year non-solicitation agreement and a one (1) year non-complete within a designated radius from any location of the Veterinary Medical Center. Residents are not covered for professional or personal liability's sake to consult and/or conduct patient care at any location not part of The Ohio State University.

### **Conflict of Commitment**

Residents are subject to the Conflict of Commitment Policy (approved by the Board of Trustees 07/08/2005) that states:

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

Residents are subject to the Financial Conflict of Interest Policy for Faculty that state: "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 judgement in exercising any University duty or responsibility, including designing, conducting or reporting research."

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

Residents should also be aware of the University Policy on Patents and Copyrights that states “This policy reaffirms the University’s rights and policy, consistent with applicable law, of ownership of all legal rights in products of University research and establishes procedures and guidelines to assure the responsible exercise of that right.”

As part of their employment, Residents are also subject to the following Department of Veterinary Sciences policies:

- Residents are not permitted to practice veterinary medicine in any capacity during their residency, outside of the duties and responsibilities towards the University as defined by their section.
- Residents are not permitted to provide paid external consulting services to industry, businesses, foundations, boards or other veterinary groups in the state of Ohio during the course of their residency.
- Residents may provide paid Continuing Education lectures and presentations during their residency subject to prior approval by the Specialty Section Head, the Department Chair, and consistent with Conflict of Commitment policies.
- Residents must have a Request for Leave – Residents form completed and approved before leaving to attend any off-campus professional duty or activity.

### **Self-Disclosure of Criminal Convictions and Fraud Reporting**

As part of the revised Self-Disclosure of Criminal Convictions and Background Check Policy, Residents are required to self-disclose criminal convictions within three business days of the conviction.

Pursuant to Ohio Revised Code 117.103(B), Ohio State is required to provide information about the Ohio Fraud Reporting System and the means of reporting fraud to each new employee upon employment.

Ohio State is required under Ohio law to report certain criminal convictions and/or fraudulent activities to the Ohio Veterinary Medical Licensing Board. For more details, please visit <https://ovmlb.ohio.gov/CCR.stm>.

### **Statement of Collegiality**

Upon acceptance of a paid residency at The Ohio State University, residents agree to abide by the College’s Statement of Collegiality. Failing to abide by the statement may result in corrective action, up to and including dismissal from the residency program.

Collegiality, civility, mutual support and respect for others are strongly held values in the College of Veterinary Medicine. We support diverse beliefs and the free exchange of ideas and expect that Faculty, staff, and students promote these values and apply them in a professional manner in all academic endeavors. The College is committed to evaluating the practice of these values as part of the performance evaluation process.

### **New Employee Onboarding and Orientation**

Residents are required to attend an orientation session starting on the first day of their employment in July. Upon arrival, residents will have several days of an orientation that provides introduction, administrative requirements, the function of the Department and the Residency and other important items that pertain to being successful as a resident in the Department of Veterinary Clinical Sciences.

## Objectives and Expectations of Residency Program

It is the objective of the Department and its Faculty to provide the facilities, case material, mentoring, and training that allow each Resident to develop comprehensive knowledge, expertise, and proficiency in their specialty. Successful completion of the residency program will satisfy the credentials requirements of the specialty colleges and will afford each resident the opportunity to be thoroughly prepared for their specialty College Board certifying examinations.

Residents share the responsibility with Faculty to provide exceptional educational experiences for our professional students and outstanding clinical services to our constituents. Residents are expected to contribute to the mission and function of their section, the Veterinary Medical Center, and the Department of Veterinary Clinical Sciences, and to abide by the policies and rules of each.

### **Clinical Service**

An integral and major element of the clinical residency training program is undertaken in the Specialty Clinical Section, delivering outstanding veterinary care to our patients and professional service to animal owners and referring DVMs. Our Faculty will provide expert direct and indirect mentoring and supervision of clinical duties and responsibilities as Residents develop the knowledge, skills and expertise expected of a specialist. Specific day-to-day clinical duties are detailed in each Specialty Section Residency Program Handbook.

### **Emergency and On Call Clinical Service Expectations for Residents**

Being on-call is an integral part of the resident's program. Residents who are on-call are expected to be available and reachable at all times, with the ability to respond to patient care needs promptly and attend to on-site patient care needs when necessary. With the exception of already being on-site and engaged in patient care from which he/she cannot be disrupted, the resident should request another person respond to incoming inquiries. All residents are expected to respond to on-call inquiries/requests within 15 minutes of initial contact.

Residents must be fit to provide patient care at all times and should not be under the influence of alcohol and/or other substances which may impair their ability to provide effective patient care. Alcohol consumption and/or the use of substances which impair functions is not permitted while responsible for on-call duty under University policy. If a resident is unexpectedly impaired, they should notify their service head or on-call faculty as soon as possible. Additionally, residents must be prepared to handle various situations including emergencies and patient care and should be able to communicate professionally and effectively with team members, referring veterinarians, and clients. Failing to follow or meet these expectations may result in disciplinary action up to and including termination from the program.

In the event a resident is observed or suspected of being under the influence of alcohol and/or other substance, individuals observing such behavior should notify the service head or on-call

faculty who will notify the Vice Chair of House Officer Success. Both (the service head, on-call faculty or Vice Chair) should follow the instructions for initiating a Reasonable Suspicion Test under the Drug-Free Workplace Policy 7.30. Instructions can be found at [Reasonable Suspicion Checklist \(00111030\).DOC](#). Questions can be directed to the Senior Employee and Labor Relations Consultant at [cunningham.785@osu.edu](mailto:cunningham.785@osu.edu).

## **Graduate Program**

Enrollment as Graduate Students of the Graduate School at The Ohio State University is optional and at the discretion of the resident and section head. Residents interested in pursuing a graduate program should identify an advisor and develop a plan for completion. Tuition and fees for MS graduate courses are supported by the University's Faculty and Staff Tuition Assistance Plan (<https://hr.osu.edu/benefits/tuition-assistance/faculty-staff/>), and are subject to change. Graduate students may be asked for reimbursement of those fees after completion of the program. Tuition and fees for residents pursuing a PhD degree must be prearranged with the resident's PhD advisor.

Degrees are awarded to students who have demonstrated the ability to successfully perform significant original independent research or scholarly work in any of the areas of specialization within the Department of Veterinary Clinical Sciences, AND who have presented the results of their work orally and in writing to their peers and colleagues, including CVM Research Day, AND who have completed all university and college graduate requirements. The results of this research must be submitted for publication in order to meet the requirements to graduate. Specific requirements regarding didactic coursework, courses offered, etc. may be found in the CVM Graduate Program Handbook.

Independent research and manuscript publication as a requirement of the Specialty Colleges is strongly encouraged to be completed during the Residency program. To facilitate research opportunities, residents are given time off clinics each year during which they are free from scheduled clinical service duties and clinical case responsibilities to pursue these and other scholarly activities. The Vice Chair of House Officer Success meets with the residents monthly. This meeting is encouraged for all residents to attend.

## **Teaching**

Teaching opportunities can be an important part of the training in both the clinical residency and the graduate program. Teaching responsibilities will include clinical teaching to senior veterinary students and interns assigned to the section and technical skills to junior veterinary students during laboratories. Depending on the interest of the resident and the needs of the section, residents may have the opportunity to develop lecture skills by preparing and delivering selected formal classroom lectures to professional students.

## **Successful Completion**

Successful completion of a residency and the award of a Residency Certificate are dependent on completion of the clinical residency training program. Residents are expected to be available for clinical service through the entirety of the residency, through July 14th of their final year. Eligible residents in good standing will receive their Residency Certificate on the last working day of their residency.

## Clinical Advising and Service

### Advisors

- **Clinical Advisor:** A Resident's Clinical Advisor is assigned by the section. The Clinical Advisor is responsible for resident performance evaluations. The Clinical Advisor is responsible for advising the resident regarding adherence to OSU policies and awareness and adherence to the specialty college's requirements. Residents enrolled in the graduate program also need to retain a Research Advisor.
- **Research Advisor:** Research advisors are for research purposes. The resident's research advisor is mutually agreed upon by the resident and the advisor and may be within the specialty service or outside the specialty service. The research advisor can be the same person as the clinical advisor. For graduate students seeking advanced degrees, please refer to the CVM Graduate Program Handbook for specifics on eligible advisors and affiliated expectations.

### Off-Clinic Time

- Each resident will be afforded off-clinic time each year to pursue leave and scholarly activities. The off-clinic time will be section specific and vary with clinical requirements for each specialty college and the degree granting program for the resident (thesis or non-thesis degree).
- Off-clinic time is not expected to be uniform amongst specialty services due to these variations but should follow their respective specialty college's resident training guidelines. Residents are to refer to their Specialty Service Resident Program for details.
- If leave is taken during off-clinic time, the appropriate employee leave forms will need to be completed and approved at least 30 days prior to the date of departure. Please refer to the section regarding Leave of Absence.
- Absences will count towards off-clinic time
  - Example: if a resident utilizes 10 professional days, this total time will account for 2 weeks of off-clinic time (considering a "typical" 5 day working week).
- Note that time off due to illness/injury does not contribute to the weeks off clinic time

### Off-Clinic Expectations

- Off-clinic time must be discussed and approved by the individual specialty section faculty such that clinical service, duties, and responsibilities to the VMC are not adversely affected. During off-clinic time, residents are expected to:
  - Actively engaged in activities contributing to the successful completion of their educational program and the academic missions of the Department, VMC and specialty service.
  - Be immediately available by telephone, text message and email during normal business hours.

- Residents are expected to provide all assigned emergency duty services during off-clinic time in those specialty sections requiring this, unless appropriate arrangements have been made, and the clinical section faculty and section head are notified.
- Residents must check-in and remain available daily for telephone messages and emails during off-clinic time.
- Residents are expected to attend graduate courses in which they are enrolled (in person if required) and any other section-specific educational opportunities (such as journal club or book club) during off-clinic time unless prior approval from the course instructor(s) is obtained.
- Remote work (outside of the VMC or at the resident's home address or other off-site location) during off-clinics is at the prior approval and discretion of each section head.
- Residents are expected to petition their service's Section Head and or their clinical advisor for additional time off-clinical service.
  - There is no prescribed additional off-clinics time allocation.
  - Additional off-clinic time may be granted for appropriate training or scholarly activities as determined by the resident's section faculty.
  - Any additional off-clinic time requested cannot affect the continuation of full clinical services provided by each specific section or the Veterinary Medical Center. This includes assigned emergency duty for those section/specialty colleges requiring this of each resident.
  - Residents must still comply with and fulfill their specialty college training guidelines. Any additional off-clinic time requested will be considering these requirements.
  - The resident's performance in all aspects of their program will be considered in the request for additional off-clinic time.
  - The approval of requests for additional off-clinic time may vary between residents in the same section, or between residents in different sections.
- Additional work for pay (per diem) at the OSU Dublin location must be during off-clinic time and cannot coincide with responsibilities listed above (including emergency duties, graduate classes, scholarly activity attendance and participation, etc.). The resident must be in good standing. The resident is asked to clear this work with their section head to ensure it does not interfere with resident training.

### Appeal of Denied Requests for Additional Off-Clinics Time

- If a request for additional off-clinic time is denied, the resident may choose to appeal the decision, in writing with justification to the PPEC and Vice Chair of House Officer Success for additional consideration.
- In consideration of the denial of additional off-clinic time, the PPEC and/or Vice Chair will request the section specific Faculty rationale for denying the request in writing.
- The decision will be made by Vice Chair. The decision will be final.



# Resident Performance Assessment Process

## **Purpose**

This process provides positive and constructive feedback and reinforcement of desired skills and attitudes necessary for the resident's growth and continued excellence. When deemed necessary by the evaluators, it will address and attempt to resolve performance related issues for the betterment of the resident.

The following are steps to monitor and address performance concerns should be utilized as needed for each house officer.

### **Informal Feedback**

Faculty are required to provide ongoing, informal feedback on resident performance as a regular part of interactions and learning. Feedback should be timely and focus on specific examples of areas needing improvement in performance, avoiding generalizations, and include helpful actionable recommendations.

### **Resident Assessments**

These are designed to ensure adequate progress through the residency program by benchmarking competency-based achievement, as evaluated by program mentors. It is anticipated that forward progress will be demonstrated over the course of residency. In the event of low achievement or unsatisfactory performance, the Department reserves the right to consider remediation or probation.

- **Contributors:** Supervising Section Faculty
- **Timeline:**
  - 1st year residents: It is recommended that the 1st year resident receives a 3-, 6-, and 12-month review (October, January, July).
  - 2nd and 3rd year residents: bi-annually (July, January)
  - Dates may be adjusted based on absences, workload, and/or organizational needs of the resident and section
  - Section Faculty and the Department reserve the right to provide off-cycle reviews of residents whose performance requires timely improvement.
- **Assessment Tool**

Resident Performance Evaluation (also called Resident Outcome Assessment) form as approved by the VCS Department and VCS Post-Professional Education Committee (PPEC).

Each section should complete the evaluation form as decided upon by the section. The final draft will be completed by the Section Head and/or the resident advisor. The completed form will be distributed to the section's Faculty for review prior to delivery to the resident. A copy of the finalized evaluation will be delivered to the resident no less than 24 hours prior to a review meeting. As determined by the section, the resident will meet with the contributing faculty or a designee to allow for review, questions and

discussion. The evaluation will be signed by the resident, their advisor, residency director and section head.

A copy of the signed biannual Resident Performance Evaluation will be submitted to the Education Program Coordinator and will be filed in the Department file. These evaluations are accessible to the Vice Chair of House Officer Success and the VCS Department Chair.

- **Review Meeting:** The following individuals will be required to attend the performance review meeting with the resident: section head, resident's clinical advisor and/or research advisor. Other section faculty members and or the Vice Chair of House Officer Success may be present, at the discretion of the section head and the clinical advisor.

**Corrective Action Process** – see next section for detailed information and processes.

## **Performance Improvement and Correction Action Process**

The steps in the performance improvement and corrective action process include:

1. Letter of Deficiency (Maximum of 2)
2. Probation (Maximum of 2)
3. Dismissal

### **Misconduct**

Claims of misconduct or potential violation of a University policy related to any resident must be immediately reported to the appropriate University entity including the Office of Equity Compliance and/or the Office of Human Resources as well as to the Vice Chair of House Officer Success who will notify the Department Chair. In cases of serious allegations, the resident may be placed on administrative leave pending any investigation outcome. This decision will be made in accordance with University policies and procedures.

### **Codes of Conduct**

Residents in the Department of Veterinary Clinical Sciences are subject to the following codes of conduct:

- [OSU Student Code of Conduct 33325-23](#) (When enrolled in a graduate program)
- [Ohio Veterinary Medical Licensing Board](#)

### **Process of Corrective Action**

The section head, clinical advisor, research advisor and other section faculty will determine whether or not a resident has deficiency(s) for their level of training in the program. If the section identifies a resident at risk or in need of corrective action, the section head and/or clinical advisor will first notify the Vice Chair of House Officer Success who will notify the VCS Department Chair.

#### **Letter of Deficiency (“the Letter”)**

In the case where a resident received below expectations on their overall performance evaluation, or in the event that there is a decline in performance over an evaluation period, the clinical advisor will create a written document stating the deficiencies (referred to as the Letter of Deficiency) as agreed upon by the section faculty. The purpose of the Letter of Deficiency is to provide the resident written feedback, amplify the message and clearly articulate the resident’s deficiencies. The Letter should be competency based, provide clear notice of the identified deficiency(s) and outline opportunities or requirements to rectify the areas of concern. Letters of Deficiency should clearly define the resident has been given a warning, and or that remediation is necessary. If the resident is to complete “remediation”, a performance improvement plan as outlined in the Letter with a designated and agreed upon timeline. Remediation is designed to improve the resident’s proficiency or correct a deficiency in one or more competencies. Remediation plans are established by the section, and progress is evaluated by the section. How evaluations will be conducted in this time frame is at the discretion of the section and will also be detailed in the Letter. The Letter should also specifically state consequences if the deficiency(s) are not corrected within the time agreed upon. In

serious cases of competency deficiency(s), it is possible to bypass the Letter of Deficiency and move directly to probation or dismissal.

The Letter will be shared first with the Vice Chair of House Officer Success, a member of HR, prior to sharing it with the resident. The appropriate corrective action will be determined based on the deficiency and prior corrective actions. This can occur following the bi-annual review or when an off-cycle performance evaluation has been performed.

### **Notification**

The resident will be notified during an in-person meeting with the Section Head and Clinical Advisor and other designee(s) from the section and or Vice Chair of House Officer Success at the discretion of the Section Head. During this meeting, the section will discuss what performance improvement is necessary as stated in the Letter of Deficiency. The section will discuss with the resident the necessary actions for correction, as outlined in the Letter. The timeline will be clearly identified, how the resident will be evaluated, and the consequences of failure to improve. This will then be distributed for signatures of the resident, clinical advisor, residency program director and section head through DocuSign. A signed copy will also be provided to the Vice Chair for House Officer Success and Human Resources.

### **Rebuttal**

The resident has 7 calendar days to sign the Letter or submit a rebuttal letter to the Vice Chair of House Officer Success by 5pm on the seventh day. A rebuttal does not necessarily change the evaluation outcome. The resident's signature confirms only receipt and acknowledgement of the document – not agreement with. Failing to sign by the resident does not stop distribution of the document or prohibit any corrective action plan from being enacted. In addition, a final copy must be sent to the Education Program Coordinator to be housed in the personnel file (onbase).

If a rebuttal is submitted by the Resident, the Section Head, Resident's Clinical Advisor, and the Vice Chair of House Officer Success, will meet to review the information provided and will respond in writing to the resident by 5pm on the seventh calendar day from receiving the rebuttal letter.

### **Re-Evaluation**

As stated previously, the resident will have continued evaluations through the timeline stated in the Letter of Deficiency.

In the event the resident does not make sufficient improvement as deemed by the faculty in the section in the timeline defined in the Letter or at the following performance evaluation, then either a second Letter of Deficiency will be issued, or the resident will be placed on probation. The decision regarding which action to pursue will be a result of a conversation between the Section Head and the Vice Chair of House Officer Success based on documentation, concerns, and feedback from the section faculty.

Continuation in the program on unrestricted status is contingent upon favorable performance. The resident will receive written confirmation of successfully meeting any remediation plan requirements at the time of evaluation.

**Maximum Actions**

A resident is limited to two Letters of Deficiency during the course of their residency. Further deficiencies noted after this second letter will automatically result in probation.

**Resource/Tool**

The Department of Veterinary Clinical Sciences Letter of Deficiency template letter will contain the following sections:

- A summary description of the deficiency(s) that led to the remediation, including specific examples/case information.
- Specific actions (when possible) and a timeline for meeting the competency benchmarks.
- Dates for reevaluation while on remediation such as the next performance evaluation or times of interim evaluation.
- A statement that clarifies the criteria for the improvements in order to meet the competency benchmarks.
- A statement regarding consequences of failure to successfully complete the necessary improvements including probation and/or dismissal.
- The length of remediation is determined by the section.

**Probation**

A resident should be provided with a Letter of Deficiency as a first step in addressing performance concerns. However, for serious deficiencies for which immediate corrective action is required, the section head and Vice Chair of House Officer Success may elect to bypass the Letter of Deficiency and place a resident on probation.

**Reasons for Probation**

The following are an example of reasons for being placed on immediate probation:

1. Incompetence and/or a lack of knowledge impacting patient care and a failure to provide the expected standard of care.
2. Uncollegial behavior. Collegiality, mutual support, and respect for others are strongly held values in the College of Veterinary Medicine. We support diverse beliefs and the free exchange of ideas and expect that faculty, residents, staff and students promote these values and apply them in a professional manner in all academic endeavors.
3. Behavior that reflects poorly upon the University, the College, and/or the veterinary profession.
4. Neglect of duty, including but not limited to:
  - Not attending and participating in clinical, didactic or student rounds and compulsory conferences (board review, journal club, grand rounds, etc.)
  - Unexcused absence from scheduled emergency duty.
  - Unexcused absence from regularly scheduled appointments.
  - Inadequate client communication.

- Failure to complete bills and medical records in accordance with Veterinary Medical Center policy and standards.
  - Negligence, incompetence, and reckless behavior toward people, patients, and equipment.
5. Failure to comply with directives issues by section, department, or college leadership including the Department Chair, Hospital Director, Vice Chair of House Officer Success, Section Head, or Clinical Advisor among others.
- a. Failure to comply with Department guidelines regarding outside employment.
  - b. Academic misconduct and/or dismissal from Graduate School.
  - c. Violation of University policies and procedures.
  - d. Other deficiencies identified by the performance evaluation that identified

### **Process for Probation**

The Section Head and Vice Chair of House Office Success are the primary originators of this process. When a section determines that the resident has an unresolved deficiency, the Section Head along with the Vice-Chair for House Officer Success, will issue probationary status. This can be during the bi-annual evaluation review meeting or at any time if the aforementioned criteria are met. The Section Head and the Vice-Chair of House Office Success will review concerns, documentation, and deficiencies to determine appropriate content for the probationary letter, including benchmarks for removal from probation. The Vice Chair for House Officer Success and the Section Head will determine if the resident will be required to have a weekly or biweekly meeting(s) with a member for the section throughout the probation time.

### **Letter of Probation**

The Letter of Probation will be created by the Clinical Advisor and or Section Head. This written document will state the deficiency(s) that have led to probation as agreed upon by the section faculty. The purpose of the Letter of Probation is to clearly articulate the resident's performance deficiencies. The Letter of Probation should be competency based, provide clear notice of the identified deficiency(s) and outline a probation plan to correct the areas of concern to meet the competency benchmarks. The probation plan as outlined in the Letter will have a 12-week timeline (see below). Probation is designed to improve the resident's deficiency in one or more competencies. Probation plans are established by the section, and progress is evaluated by the section. How evaluations will be conducted in this time frame, aside from mandatory meetings at 6- and 12-weeks is at the discretion of the section and will also be detailed in the Letter of Probation. Failure to meet the benchmarks at the conclusion of the probation period will result in a second probation, or dismissal. Formal documentation of the 6- and 12-week meetings will be drafted, and shared first with the Vice Chair of House Officer Success, and then with the resident.

### **Resource/Tool**

The probationary letter will include:

- A summary of description of the deficiency(s) in the competencies that led to probation, including specific examples.

- Specific actions to meet the competency benchmarks and timetable for correcting inadequacies.
- Dates for the mandatory 6-week and 12-week reevaluation while on probation.
- Other mandatory meetings throughout the probation time frame as designated by the service.
- If additional re-evaluations are needed, the dates for those as well.
- A statement that failure to successfully complete the necessary improvements may result in dismissal.

### **Notification**

The resident will be notified during an in-person meeting with the Section Head and/or Clinical Advisor and/or Vice Chair of House Officer Success and other designee(s) at the discretion of the Section Head. During this meeting, the Section Head or Clinical Advisor will discuss that performance improvement is necessary to be successful during the probation period. The section will discuss with the resident the necessary actions for correction (the probation plan), as outlined in the Letter of Probation. The Letter of Probation will define how the resident will be evaluated throughout this time. This will then be distributed for signatures through DocuSign.

The probation notification letter must be signed no later than 7 calendar days following the performance meeting. The resident's signature confirms only receipt and acknowledgement of the document – not agreement with. Failing to sign by the resident does not stop distribution of the document or prohibit any remediation plan from being enacted. Copies of all documents and letters should be provided to:

- Education Program Coordinator
- Resident
- Resident Clinical Advisor
- Section Residency Director
- Section Head
- Vice Chair of House Officer Success

### **Length of Probation**

A probationary period lasts 12 weeks with a review at the 6-week mark. The 6-week review will provide an update on the progress of performance improvements, and a written letter will be provided.

### **Maximum Actions**

Residents will be provided with a maximum of two 12-week probationary periods during their employment with the University. Incidents that would warrant a 3<sup>rd</sup> probationary period will result in termination.

### **Rebuttal**

The resident has 7 calendar days to sign the letter of probation or submit a rebuttal letter to the Vice Chair of House Officer Success by 5pm on the seventh day. In addition, a final copy must be sent to the Education Program Coordinator to be housed in the personnel file (Onbase).

If a rebuttal is submitted by the resident, the Section Head, resident's clinical advisor, and the Vice Chair of House Officer Success, will meet to review the information provided and provide a response to the Resident by 5pm on the seventh calendar day from receiving the rebuttal letter. A letter of response to a rebuttal will be drafted and sent from the Vice Chair of House Officer Success. It will also be sent through DocuSign for signatures from the parties who signed the letter of probation.

- If the original decision for probation is upheld
  - The 12-week probationary period will commence on the day that the letter of response is delivered to the resident, regardless of if the resident signs it or not.
- If the original decision is overturned
  - The original evaluation should be amended and signed by the resident, section head, clinical advisor and Vice Chair for House Officer Success.

### Removal of Probationary Status

Return to unrestricted status depends upon substantial improvement in performance, which means receipt of favorable evaluations at the 6 week and/or 12-week evaluation periods, or as indicated in the probationary letter.

- **Substantial improvement:** means improvement of all previously unsatisfactory ratings of at least one score or higher, and/or resolution of problems identified at section discussions and evaluations. Performance of residents on probation will be completed at 6- and 12-week intervals of probation by the appropriate faculty (section faculty or group of responsible faculty).
- **Continued Probation:** If improvement is evident, but not adequate, the resident may be kept on continued probation for second 12-week period.

### Skiping Probationary Status

In cases where a lack of clinical knowledge leads to serious incompetency, recklessness, patient care negligence and/or neglect of duty, violation of a university and/or department policy, and/or serious collegiality and/or respect concerns arise, it may be necessary to skip a probationary period and move directly to a dismissal.

### Dismissal

The following constitutes grounds for dismissal from the residency program:

- Conclusion the second unsatisfactory probationary period.
- Conclusion of the initial probationary period for the following:
  - Violations of the Ohio Veterinary Practice Act
  - Violations of a University policy or as recommended by the University's Office of Human Resources and/or Office of Academic Affairs.

- Other egregious actions resulting in safety concerns for patients, clients, or colleagues OR behavior which reflects poorly upon the University, the veterinary profession, or both, and upon consultation with the Office of Human Resources.

### **Notification**

A resident can be notified of dismissal at any time during a probationary period based on the reasons outlined above. Residents will receive formal notification of dismissal in writing via a Dismissal letter. The notification will be in person and may be part of a probationary evaluation meeting.

### **Appeal**

Residents who are dismissed may appeal by the 5pm on the 7th calendar day of the resident receiving written notification of their dismissal. The appeal process will consist of two opportunities to overturn the dismissal:

- **Vice Chair:** A resident can submit an initial appeal to the Vice Chair of House Officer Success for review and response. The Vice Chair will evaluate the grounds for dismissal, all supporting documentation including the resident's appeal information and determine to either uphold and/or reverse the dismissal. The Vice Chair will respond by 5pm on the 7<sup>th</sup> calendar day following receipt of the appeal request.
- **Department Chair:** If the Vice Chair upholds the dismissal decision of the section, a resident can submit a secondary appeal to the Department Chair for review and response. The Department Chair will review and respond to the appeal taking into consideration the decision of the section and the Vice Chair of House Officer Success. The Department Chair will respond by 5pm on the 7<sup>th</sup> calendar day following receipt of the appeal request. The decision of the Department Chair is final.

### **Appeal Exceptions**

A resident forfeits their right to an appeal in the case of dismissal due to violations of University policy of the Ohio Veterinary Practice Act.

## Continuing Education (CE) Funds

The College of Veterinary Medicine and the Veterinary Medical Center (VMC) seeks to foster dissemination of scientific knowledge contributed by residents during their residency programs and to support resident professional development opportunities. As such, the VMC will provide funds to residents in the Department of Veterinary Clinical Sciences as a Continuing Education Funds (\$1,500 maximum over the 3-year appointment) to defray costs incurred by the resident for these purposes. The funds may be used for travel expenses to one or more approved meetings or educational opportunities, books, board examination fees (that must be taken during residency) and travel related to taking board exams during residency.

The Continuing Education Funds are intended to support travel expenses to:

- A scientific meeting where the resident presents an abstract of their research performed during the residency.
- Complete mandated specialty college training requirements.
- Mandated specialty college boards preparation courses.
- Annual meetings of the resident's specialty college.
- A meeting or training opportunity approved by the resident advisor.

Use of the Resident Continuing Education Funds toward board exams fees or board exam travel fees not associated with annual conferences are subject to taxation. This taxable amount will be automatically deducted from the resident's next paycheck upon approval of the requisition or expense report in Workday.

Reimbursements may cover airfare or other transportation, conference registration, hotel accommodations, and per diem expenses. Residents are required to adhere to all University travel policies.

The procedure for using Continuing Education funds is detailed in the Travel Policies and Processes section.

### **Note**

Some services may provide additional funding support to their residents for travel to meetings. Please speak to the faculty in your section.

Sponsored residents should refer to their contract for additional information on funding for continuing education, fees, travel, research.

## Travel Policies and Procedures

As a state institution, The Ohio State University is required to abide by federal and state requirements for University business travel that is to be reimbursed. Complete information on travel policies can be found here: <https://busfin.osu.edu/policies-forms?keywords=&department=195&type=All>

Residents are required to adhere to all travel policies. The information provided below is not all inclusive, and the University policy or administrative staff should be consulted when questions arise.

All travel time and anticipated travel expenses must be pre-approved. This is accomplished by completing both the Resident Request for Leave form and submitting a Spend Authorization in Workday. Both requests should be completed at least 30 days prior to your intended travel. The process for leave can be found in the Leave of Absence section of the handbook. All worktag information can be requested from the Education Program Coordinator or found on Resident Hub. If your section is providing financial support for your travel, you must obtain worktags from the section head. The Education Program Coordinator can assist with submitting Spend Authorizations on resident's behalf. Some expenses can be prepaid, and others will be reimbursed after the business travel has concluded. The University expects that you will incur the lowest reasonable travel expenses.

A Spend Authorization is an estimate of all anticipated costs up to the current balance continuing education funds. For continuing education fund balance information, please email the Education Program Coordinator. Actual travel costs cannot exceed your estimate by 20%. You will be reimbursed by submitting an Expense Report in Workday for actual expenses supported by original, itemized receipts. Multiple expense reports are permitted, and reimbursements are processed on a weekly basis. All reimbursements will be direct deposited into the bank account listed in your Workday profile. The Education Program Coordinator can assist with submitting Spend Authorization and Expense Reports on resident's behalf.

## Prepaid Expenses

These expenses can also be paid by the resident and reimbursed if desired.

**Registration:** Registration can only be pre-paid using the department Pcard if the registration cost is \$1,000 or more. Registration costs under \$1,000 will need to be purchased directly by the resident and seek reimbursement. The registration receipt must show the resident's name, type of registration and the last four digits of the credit card used. If the last four digits of the card are not displayed, you may be asked to provide proof of the transaction from your credit card or bank statement.

- **Airfare:** When booking airfare, you will be required to use the OSU travel agency, Anthony Travel. After your Spend Authorization is approved, you will go to <https://busfin.osu.edu/buy-schedule-travel/travel> and select 'Book Travel Online' and submit information to search for flights. If you have enough funding (from CE funds, sponsored residency support stipend, grants, section support etc.), you may select to have your airfare pre-paid by the University. If you do not have enough funding, you will need to enter credit card information and seek

reimbursement. You will be asked to enter your approved Spend Authorization number before submitting. When your airfare is prepaid by the University, you will need to approve the Expense Report in Workday to have those funds deducted from your CE balance.

- You are only permitted to book airfare outside of the OSU travel agency twice and receive reimbursement.

## Other Reimbursable Expenses

### ▪ **Lodging**

- All lodging reservations must be in the resident's or another OSU employee's name to be reimbursed.
- An itemized receipt must be provided including the nightly room charge and any additional fees and/or taxes. The University will not reimburse for personal items on your receipt such as movie rental, room service, laundering services or in-room refreshments. If these expenses are on the receipt, they will be deducted from total reimbursable amount.
- If you are sharing a room and splitting the cost, ask the hotel if they can charge each person individually and provide separate receipts. If this is not possible, one person should pay the full amount and the University will use the other OSU employee's funding accounts for reimbursement.
  - For example, two residents are sharing a hotel room for an annual conference. Resident 1 pays the full hotel bill at checkout. On Resident 1's expense report, half of the total cost will come from his/her funding source and the other half will come from Resident 2's funding source.

### ▪ **Meals/Per Diem**

- Meal allowances are based on the meal and incidental rates that vary by city location. For Per Diem rates, see [U.S. General Services Administration](#) (domestic) and [US Department of State](#) (international).
- Eligibility for meals will need to be confirmed with departure and return travel times.

### ▪ **Ground Transportation (i.e. rental car, personal vehicle mileage, shuttles, taxi, Uber, Lyft)**

- **Rental Car:** Residents are required to use the University's [contracted suppliers](#) (National, Enterprise and Hertz) for rental cars and are expected to select the lowest reasonable car selection.
- **Personal Vehicle Milage:** Personal vehicles can be used as a primary mode of transportation if the cost does not exceed the least expensive airfare or rental car. Reimbursement for use of a personal vehicle is based on the IRS mileage rate and is inclusive of the cost of gasoline, wear and tear of the vehicle and personal auto insurance. For current mileage rates, see [U.S. General Services Administration](#).
- **Taxi, Uber, Lyft or other rideshare services:** Receipts must be provided showing the date and pickup and drop off locations/addresses. Transportation to meals or other personal travels are not reimbursable. Driver tips must not exceed 20%.

- **Miscellaneous Expenses:** Miscellaneous business travel expenses are considered necessary for travel such as baggage fees, parking or tolls may also be reimbursed.

All expense reports must be submitted within 90 days after the travel is completed. Under no circumstances will requests for travel reimbursement be honored once the resident's employment has ended with the University.

**Expenses that will not be reimbursed:**

- First class airfare
- Airfare seat selection fees
- Expenses being paid by a third party
- Insurance on rental cars other than damage waiver, collision damage waiver, loss damage waiver, and liability insurance
- Hotel expenses for friends or family who are sharing your lodging accommodations

**Important Note** – The State of Ohio Ethics Commission does not permit you to earn frequent flyer miles, hotel points or participate in any other award programs while on University travel unless you maintain a log and can provide evidence to an auditor that those awards were used for University travel.

## Research Activities

### **Specialty College Requirements**

All residents must adhere to the specialty college's research requirements regarding eligibility for board examination.

### **CVM Research Day**

The CVM Research Day takes place every year in April. All residents participating in research, particularly those nearing the end of their program, are strongly encouraged to participate in Research Day by submitting an abstract and presenting a poster. Graduate student's requirements are referred to the [CVM Graduate Program Handbook](#). Research Day provides an opportunity to highlight and advertise the important research going on in laboratories and clinics. This is a college wide expectation.

Residents are encouraged to participate in Research Day at minimum at least once during the residency.

Information on formatting and submitting an abstract can be found on the [College Research Day](#) website.

## Leave of Absence

Paid and unpaid time off for residents is based on the resident classification in the University's Human Resources system. Residents must adhere to the policies and procedures of the University, the College of Veterinary Medicine, and the Department of Veterinary Clinical Sciences.

## University Leave

### **Illness/Injury/Sick Leave**

Time away due to illness or injury is covered under the University's sick leave policy (<https://hr.osu.edu/wp-content/uploads/ccs-rules-chapter79.pdf>). Residents should utilize paid sick leave benefits as administered by the University. In the event a resident exhaust their paid sick leave, they must use any department provided paid leave prior to utilizing unpaid time off for continued absences due to illness or injury or bereavement.

Sick leave refers to any time away for short-term or long-term absences related to a physical injury or physical/mental illness.

- **Short-term sick leave:** Per University policy, this is generally designated for less than three days in length for illness except for bereavement leave. Residents are required to submit an absence request in Workday for illness/injury/sick leave to utilize paid leave benefits to cover these short-term absences.

- **Long-term sick leave:** For a serious illness or injury lasting more than three days in length that requires time off work, a written medical excuse from a healthcare provider is required. In addition, a return-to-work release will be required from a health care provider with any necessary accommodations, if applicable. Residents who have been at the University longer than one year, may be required to seek Family Medical Leave Act (FMLA). FMLA is an unpaid federal protection that runs concurrently with paid sick leave and/or unpaid time off – depending upon the resident’s available balances.

While residents are strongly encouraged to take care of their physical and mental health, in alignment with employee policies at the university, multiple requests for sick leave may impact academic progress or continued employment and require additional documentation and/or approval.

**Remote work while ill or injured:** Because the focus of the resident should be on the physical and mental wellbeing of themselves and their direct family, only where a health provider has approved it in writing, may a resident work while utilizing illness/injury/sick leave. This written approval must be provided to the section head and human resources before arrangements are made.

**How to Request:** Residents should submit an illness/injury/sick leave request in Workday and attach proof of communication with the Section Head approving the absence. These requests will be routed to the Education Program Coordinator and Section Head to approve.

## Departmental Leave

The department provides additional time off for reasons not related to illness or injury of self or immediate family. All departmental types of leave are subject to approval from the Section Head, Residency Director and Advisor(s).

### Personal

Personal leave refers to any time away from assigned duty for vacation or personal business. Personal leave may only be used for illness/injury after all university provided sick leave has been exhausted. Residents must abide by policies of BOTH their specialty college and VCS. Section specific policies are determined by the section. The section is responsible for communicating this with all residents within the section, and the residents are responsible for abiding by this.

- **Allocation:** 10 days per year
- **Carry forward:** up to 5 days of unused personal in a current year – with a limit of one year of availability. Maximum number of personal days off per year is 15 days.

### Professional Development

Professional Leave refers to any time away from assigned duty for approved scientific meetings related to the resident’s specialty or research, elective educational experiences at remote locations or for job interviews. Residents will be allocated 15 days for professional leave to be

used over the course of their three-year training program. Residents should work with their Clinical Advisor and/or Section Head to develop a three-year professional leave plan early in their employment. When professional leave is exhausted, the personal leave may be used in lieu.

- **Allocation:** 15 days per 3-year residency commitment
- **Carry forward:** All days must be used during term of residency program

### **Educational**

Educational leave refers to any time used to conduct research at facilities outside of OSU, fulfill mandatory specialty college training requirements at off-site facilities, attend mandated Boards preparation courses, or take Board examinations (general or certifying) inclusive of examination days and reasonable travel time (but does not include time off to study for examinations). If a resident can demonstrate compelling reasons to attend additional scientific meetings (other than the elected/agreed upon meeting for which they use Professional Leave) such as to present an abstract, meet with potential collaborators for research, or attend a mini-course relevant to their research or boards preparation, then they can also request that this be included as Educational Leave. Educational Leave is additional time beyond the 15 professional days.

- **Allocation:** Based on need, at the discretion of section

**How to Request:** Residents should plan as far in advance as possible. It is preferred that the resident provide a minimum of 30-day notice, when possible, prior to the first day of leave is requested. All leave must be prior-approved and taken when off clinical service, it is the responsibility of the resident requesting the leave to identify and arrange coverage by an appropriate replacement clinician (other section resident, instructor, Faculty clinician not on service at that time) so that there is no negative impact on patient management, client care, and clinical education responsibilities and duties provided by their section.

1. Obtain **verbal approval** from advisor, residency director and/or Section head.
2. **Complete and sign the “Resident Request for Leave” form.** Forms can be found on Resident Hub <https://osu.instructure.com/courses/10501> or by emailing the Education Program Coordinator.
3. **Email the Education Program Coordinator the completed form** to route in DocuSign for faculty signatures and approval.
4. **Approvals** – the resident’s advisor (clinical or research), residency director and section head must approve and sign the request for leave. If any party denies the request, that party will advise the requester and Education Program Coordinator of the denial.
5. **Documentation** – A copy of the approved leave form will be email to the requestor, filed in the resident’s personnel file and recorded on the resident’s leave log.

## Important Resources

### **University Websites**

- [Campus Maps](#)
- [CampusParc](#)
- [Academic Calendar](#)
- [The Graduate School](#)
- [OSU Graduate School Handbook](#)
- [BuckeyeLink](#)
- [CarmenCanvas](#)
- [Benefits Information](#)
- [HR Connection](#)
- [Workday](#)
- [Office of Technology and Digital Innovation \(OTDI\)](#)
- [Research/Biosafety Training \(Health and safety, lab standards\)](#)
- [Research Responsibilities & Compliance: Animal Care and Use](#)
- [University Libraries](#)
- [Veterinary Medicine Library](#)
- [Online Journals and eBooks](#)
- [Research Databases List](#)
- [Campus Poster Printing Locations](#)

### **College of Veterinary Medicine Websites**

- [CVM Community](#)
- [CVM Graduate Program Handbook](#)
- [Blue Buffalo Veterinary Clinical Trials](#)
- [Veterinary Information Systems \(VIS\) IT Service Desk](#)

### **Faculty and Staff Emails**

#### **Veterinary Clinical Sciences (VCS) Administration**

- VCS Department Chair: Dr. Angela Marolf – [Marolf.7@osu.edu](mailto:Marolf.7@osu.edu)
- Assistant to the Chair: Sara Apple – [apple.76@osu.edu](mailto:apple.76@osu.edu)
- Education Program Manager: Chelsea Souder – [Souder.60@osu.edu](mailto:Souder.60@osu.edu)
- Vice Chair of House Officer Success: Dr. Page Yaxley – [Yaxley.1@osu.edu](mailto:Yaxley.1@osu.edu)
- Vice Chair of Small Animal Faculty: Dr. Brian Husbands – [Husbands.2@osu.edu](mailto:Husbands.2@osu.edu)
- Vice Chair of Large and Mixed Animal Faculty: Dr. Andy Niehaus – [Niehaus.25@osu.edu](mailto:Niehaus.25@osu.edu)
- Vice Chair of Research: Dr. Jessica Quimby – [Quimby.19@osu.edu](mailto:Quimby.19@osu.edu)

#### **Veterinary Medical Center (VMC) Administration**

- Director, Asst Dean for Clinical Programs: Karin Zuckerman – [Zuckerman.21@osu.edu](mailto:Zuckerman.21@osu.edu)
- Assistant to the Director: Jeannette Schmidt – [Schmidt.690@osu.edu](mailto:Schmidt.690@osu.edu)
- Associate Director of Client Services: Summer Dabilis – [dabilis.1@osu.edu](mailto:dabilis.1@osu.edu)
- Associate Director of Patient Care – Small Animal: Kelley Norris – [Norris.8@osu.edu](mailto:Norris.8@osu.edu)
- Associate Director of Patient Care – Large Animal: Mallory Carnes – [Carnes.59@osu.edu](mailto:Carnes.59@osu.edu)

### **Other Important Emails**

- CVM Associate Dean of Research and Graduate Studies: Dr. Christine Petersen – [Petersen.307@osu.edu](mailto:Petersen.307@osu.edu)
- Assistant Director of Research and Graduate Studies: Ivana Grozdic – [Grozdic.3@osu.edu](mailto:Grozdic.3@osu.edu)
- CVM Assistant Dean for Graduate Students: Dr. Rebecca Garabed – [Garabed.1@osu.edu](mailto:Garabed.1@osu.edu)
- CVM Graduate Program Coordinator: Shannon Binkley – [Binkley.45@osu.edu](mailto:Binkley.45@osu.edu)
- College for Graduate Studies Committee Chair: Dr. Estelle Cormet-Boyaka – [Cormet-boyaka.1@osu.edu](mailto:Cormet-boyaka.1@osu.edu)
- CVM External Grant & Contracts Specialist: Jeff Workman – [Workman.45@osu.edu](mailto:Workman.45@osu.edu)
- CVM Human Resources Consultant: Amy Martinko – [Martinko.15@osu.edu](mailto:Martinko.15@osu.edu)
- CVM Fiscal Officer: Jennifer Holman – [Holman.51@osu.edu](mailto:Holman.51@osu.edu)