I. INTRODUCTION

The College of Optometry operates as a unified college/department unit for the purposes of administering and serving its teaching, research and service missions. From its origins at The Ohio State University in 1914, this program stands as the longest established instructional, research and optometric patient care curriculum within a university setting in the world today.

This document provides a brief description of the College of Optometry as well as a description of its policies 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. University rules, policies and procedures, and changes in them, take precedence over statements contained in this document.

This pattern of administration is subject to continuing revision. Per university guidelines it must be reviewed and either revised or reaffirmed on appointment or reappointment of the dean of the College of Optometry. However, revisions may be made at any time. Changes will be made in consultation with the faculty, and will be disseminated to faculty as they occur. An updated and current Pattern of Administration document will be available on the College of Optometry website. When sufficient changes have accumulated, the College will print and distribute a complete new hard copy of the document.

II. MISSION OF THE COLLEGE OF OPTOMETRY

The mission of the College of Optometry at The Ohio State University is: to educate and train individuals to become optometrists having the highest skills and most current knowledge through its graduate professional curriculum; to pursue new knowledge in the ophthalmic and vision sciences through its research programs; to provide service to the community through its clinical programs in optometric care; and to provide post-graduate residency and continuing education programs that enhance skills and promote life-long learning.

An additional mission shared with the Graduate School of The Ohio State University is: to educate and train ophthalmic and vision scientists for the advancement of those teaching, research, and service missions above.
III. GOALS AND OBJECTIVES RELEVANT TO THE MISSION OF THE COLLEGE OF OPTOMETRY AND THE UNIVERSITY

A. To maintain a faculty and curriculum that prepares students in the College of Optometry to enter optometric practice at the highest levels of skills and experience, and to initiate curricular changes consistent with the evolving practice of optometry.

Specific objectives are:
1. To maintain a permanent budget allocation that is sufficient to carry out the mission, goals, and objectives of the optometry program and that is sufficient to support the College’s Strategic Plan.
2. To continually monitor and review the curriculum so that it is effective and up-to-date with regard to the expanding scope of optometry.
3. To maintain and expand as appropriate clinical experiences that support the education and training of students in all aspects of the clinical curriculum.
4. To maintain sufficient numbers and diversity of faculty to ensure optimal implementation of a curriculum that is sensitive to the expanding scope of optometry.
5. To attract high quality faculty through development efforts that establish endowments for chairs and professorships.

B. To maintain a standard of excellence and a commitment to diversity, for recruiting, admitting, and advising students so that a high retention rate for enrolled students can be expected and continued.

Specific objectives are:
1. To preserve an entering class GPA of 3.40 or higher within a range of 2.90 to 4.0.
2. To sustain a retention rate for enrolled optometry students of 95% or higher.
3. To maintain high profile efforts to attract under-represented minority students into the optometry program.
4. To make scholarship money available to students through development efforts that establish scholarship endowments.

C. To provide the highest standard of patient care possible while educating optometry students to become, upon graduation, qualified doctors of optometry whose skills are consistent with the evolving scope of practice of optometry. Doctors of Optometry are independent primary health care practitioners who specialize in the examination, diagnosis, treatment, and management of diseases and disorders of the visual system, the eye, and associated structures, as well as the diagnosis of related systemic conditions.

Specific objectives are:
1. To ensure that the optometry clinics are highly accessible to the university community and community at large.

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2. To equip the optometry clinics with state-of-the-art instruments and technology.
3. To provide a patient care environment that is clean and attractive.
4. To maintain sufficient numbers and diversity of clinical faculty, administrators, and staff to ensure optimal delivery of patient care and student doctor education.
5. To conduct a patient care program that is sensitive to changing schemes of health care delivery.

D. To provide the most effective graduate education in vision science in order to prepare educators, researchers, and administrators for optometry and vision science.

Specific objectives are:
1. To maintain at least 30 students in the graduate program in vision science.
2. To actively recruit optometrists into the graduate program in vision science (especially Ph.D. program).
3. To maintain high profile efforts to attract under-represented minority individuals into the graduate program in vision science.
4. To increase numbers of research (graduate) faculty to provide more opportunities for graduate student training and research.
5. To sustain a sufficient graduate program infrastructure to meet the needs of teaching and research.

E. To maintain an ethical research program in vision science for maintaining the highest quality of instruction in the professional and graduate programs, for advancing the body of knowledge in vision science, and for interacting with other departments and colleges on campus.

Specific objectives are:
1. To maintain sufficient numbers and diversity of research and teaching faculty to meet the research goals of the College.
2. To produce research publications and research presentations that are indicative of a high quality research unit.
3. To provide a research infrastructure (e.g., information systems, technology) that supports high quality research.
4. To strive to interact with other research units to promote multidisciplinary research projects.

F. To assess and maintain the appearance, function, and utilization of the buildings of the College of Optometry; and to plan for improvements to facilities as well as to assist in the implementation of those plans so that the physical and professional environment is conducive to the highest level instructional, patient care, research, and service programs of the College and the University.

Specific objectives are:
1. To address the problems of building maintenance and to maintain a high quality standard of professional environment.
2. To ensure that a sufficient reference collection of books and periodicals in optometry and vision science is available on site for faculty, staff, and students.

3. To maintain an ongoing capital improvement plan that ensures sufficient facility space for teaching, research, service, and patient care.

G. To maintain high quality accredited post-optometry residency programs that enhance optometric skill and provide training beyond entry-level optometry. Specific objectives are:
   1. To establish sites on and off the campus for carrying out post-OD residencies.
   2. To ensure high quality instruction to residents through evaluation of instruction, patient logs, and other monitoring systems.

H. To maintain an active continuing education component within the College that provides continuing learning opportunities for practicing optometrists in Ohio and other states. Specific objectives are:
   1. To maintain an effective college system that promotes and provides learning opportunities for practicing optometrists.
   2. To communicate regularly with alumni for the purpose of gaining their support and advice.

I. To maintain a close working relationship with college alumni through Optometry Alumni and Friends and through the Ohio State University Alumni Association. Specific objectives are:
   1. To maintain at least 60% active membership of living college alumni in Optometry Alumni and Friends.
   2. To work closely with the alumni in maintaining a relationship through events such as alumni reunions, receptions at national meetings, and continuing education.
   3. To produce an active alumni newsletter, The BuckEYE, that distributes college and alumni news to Optometry Alumni and Friends.
   4. To increase financial support to the College through alumni philanthropy.

IV. FACULTY

For the purpose of this document, a faculty person is anyone within the College of Optometry on a regular contract, as defined by Section 3335-5-19 A, or 33355-19 B (as modified specifically to the College of Optometry) of the Rules of the University Faculty or its succeeding document, with an appointment totaling 50% or more salaried service to this college.

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V. OVERVIEW OF COLLEGE ADMINISTRATION AND DECISION MAKING

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

The College maintains its advisory bodies to consider and make recommendations on any issue requiring a decision. However, the dean must retain responsibility for the final decision or recommendation to a higher level of administration. The dean has the ultimate responsibility for allocating the College’s resources in a way that makes the most fiscal and programmatic sense, and cannot delegate that responsibility.

VI. THE DEAN AND OTHER COLLEGE OFFICERS

The dean of the College serves as its administrative head. The duties of the dean are defined in the rules of the University Faculty (Rule 3335-3-29). With respect to this Pattern of College administration, the dean shall:

- Provide a schedule of regular faculty meetings before the start of each quarter. Additional faculty meetings may be called by the dean at his/her discretion, or at the request of at least five (5) faculty members. A quorum, consisting of at least fifty percent of the faculty eligible to vote, is required in order for a vote to be taken.
- Arrange to maintain the minutes of all faculty meetings.
- Consult with the faculty and relevant college committees on all important policy matters.
- Consult with the faculty in the initiation and in the review and selection of new faculty members for appointment as outlined the College’s Appointments, Promotions and Tenure document.

The Associate Deans should be members of the regular faculty of the College and would be expected to serve terms concurrent with that of the incumbent dean. They shall assist the dean in a variety of administrative matters. They shall serve in place of the dean at his/her request during periods of absence. The College Secretary shall assist the dean in matters of student records and scheduling, and as otherwise needed.

Governing officers are obliged, as appropriate, to abide by the principle of majority rule, in all matters covered by this pattern of administration. Whenever majority faculty rule is not followed, the dean or his designee shall explain the reasons for the departure in order to enhance communication and to facilitate
understanding within the faculty. Where possible, this statement of reason shall be provided before the departure occurs. This explanation shall outline the decision of the majority of the faculty, the decision of the dean or his designee, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for faculty to comment.

Faculty duties and responsibilities in instruction, scholarship, and service are assigned by the dean in consultation with the Executive Committee, the Associate Deans, the individual faculty member and other advisory bodies of the College. Every effort will be made to make fair and equitable assignments. Factors used to determine duties and assignments may include, but are not limited to, tenure status, type of faculty appointment, research responsibilities, clinical responsibilities and rank.

VII. COMMITTEES OF THE COLLEGE

The College maintains standing committees to carry out its business and mission. The chair and membership of each committee are appointed by the dean, following consultation with the regular, full time tenure track and regular clinical track faculty. The single exception to the above is the Faculty Advisory Committee (FAC), which elects its own Chair and Secretary and is composed of all regular, full time tenure track, and all regular, full time clinical faculty. The responsibility of each committee is given below.

Admissions Committee:
Receives, reviews and monitors through to final disposition, all student applications to the College of Optometry. The committee prepares a recommendation on each application for final action by the Dean. The committee fosters fair and equitable admissions standards, and reviews and recommends admissions policies. The committee also makes recommendations to the dean on the most appropriate and effective assignment of scholarship resources. The chair is appointed by the dean.
- Number of committee members: variable
- Faculty: 3 to 5 members appointed by the dean
- Director of Student Affairs

Clinic Committee:
To review the utilization of resources and facilities assigned to the clinics; and to recommend to the dean means of enhancing the quality of clinical instruction and patient care. The chair will be the Director of Clinics.
- Number of committee members: Variable
- Faculty: as appointed by the dean
- Director of Student Affairs;
- Senior Fiscal Officer
- Clinic staff: as appointed by the Director of Clinics

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College Investigational Committee
In compliance with University Rule 33335-5-04, the College of Optometry shall establish and maintain a standing committee designated as the College Investigational Committee. This committee shall be composed of all tenured faculty within the College with the exception of its deans. A faculty member who is the object of a complaint/investigation or who is judged by other members of the committee to have a significant conflict of interest in a particular matter will not serve in that matter's investigation. In order to enhance the conduct and fairness of the investigation, or if the number of qualified members is less than five, the dean on consultation with the members may appoint a tenured member of another college to the committee for services (solely) on that investigation. The chair is appointed by the dean.
- Meets as necessary
- Number of committee members: Variable (in no case shall the number of college faculty be less than three)
- Eligible Faculty: All tenured faculty except deans

Continuing Education Committee:
To recommend to the Dean continuing education programs timely to the profession. The chair is appointed by the dean.
- Number of members: 7
- Faculty: 4 appointed by the dean
- President of Optometric Educators, Inc
- Senior Fiscal Officer
- Alumni Support Staff (Karen Greene)

Curriculum Committee:
To review the courses and curriculum, to recommend changes and improvements, and to foster high standards of instruction. Additionally, this committee is responsible for developing and monitoring remediation opportunities for students in academic difficulty. The chair is appointed by the dean.
- Number of members: 13; 9 voting members
- Faculty: 5 appointed by the dean
- Staff: Director of Student Affairs (ex officio)
- College Secretary (ex officio)
- Recording Secretary (ex officio)
- Students: President, Student Council (or designee)
- Associate Dean for Clinical Services and Professional Program
- Dean (ex officio)

Diversity Enhancement Committee:
To coordinate all activities relating to the enhancement of diversity at the College of Optometry. The Committee is committed to the establishment and
maintenance of an academic community that is characterized by diversity, equal educational and employment opportunity, and fair treatment. Only through the efforts of all faculty, administrators, staff, and students will such a community be realized; therefore, representatives from all four groups will be members of the Diversity Enhancement Committee. The chair is appointed by the dean.

- Number of committee members: 9
- Faculty: 4 members appointed by the dean
- Staff: two staff members appointed by the dean
- Director of Student Affairs
- Students: NOSA chapter president
- Dean (ex officio)

Executive Committee:
To serve in such capacity as required by Faculty Rule 3335-5-15 or in other matters as requested by the dean. The dean of the College shall act as chair of the Executive Committee.

- Number of committee members: 3
- Associate Dean for Clinical Services and Professional Program
- Associate Dean for Research and Graduate Program
- Dean (chair)

Extern/Residency Programs Committee
To enhance the clinical education of optometry students and residents by establishing, and continuously monitoring, external patient care site of excellence, in which students can learn to manage, under direct qualified supervision, a wide variety of optometric patients. The chair shall be the Director of Residencies.

- Number of members: 11
- Faculty: 1 regular clinical faculty member appointed by the dean
- Auxiliary Faculty: 3 appointed by the Chair
- Curriculum Committee Chair
- Vision Outreach Services Coordinator
- Director of Clinics
- Associate Dean for Clinical Services and Professional Program
- Coordinator of Primary Care Externships;
- Staff: College Secretary
- Students: 1 appointed by the dean
- Director of Residencies (chair)

Faculty Advisory Committee (FAC):
Faculty in the College of Optometry should play a significant role in determining the direction of the College and its programs in teaching, research and service. Such a role can be achieved only if the faculty share a general concern for the present and future well being of the College; enjoy an open and creative relationship with the administrative officers of the College; possess a mechanism for effectively communicating ideas and viewpoints concerning both
opportunities and challenges presented to the College and its program. A flexible, interactive committee structure is critical to open dialogue and the orderly transaction of the College's business. To these ends, a Faculty Advisory Committee (FAC) to the Dean of the College is defined here.

The Faculty Advisory Committee shall serve as an advisory body to the Dean, and shall promote effective communications between the faculty and the administrative officers of the College.

The Chair of the FAC, on the consensus of that body, may request of the Dean that items of concern be placed on the agendas of future faculty meetings. The Dean shall be obliged to include the items on the agenda of a faculty meeting or respond to the FAC in writing as to why the items were not included. The Faculty Advisory Committee shall maintain official minutes, which shall be available to any faculty member upon request.

FAC membership shall consist of all regular, full time, tenure track, and all regular, full time, clinical track, faculty members, as defined by the Rules of the University Faculty (Sections 3335-5-19 A and B). The dean and his/her representative(s) shall be an Ex Officio and non-voting member.

The FAC shall elect a chair and a secretary from the non-probationary regular faculty. Meetings of the FAC may be called by the chair, the dean, or by two members of the FAC. The chair shall prepare the meeting agenda and preside. The secretary shall record and preserve orderly minutes. A quorum for FAC meetings shall be > 50% of the members.

- Number of members: Variable
- Faculty: All regular faculty
- Dean and Associate Deans (ex officio)

Research and Graduate Studies Committee: (Liaison Committee to the Graduate School)
To encourage and facilitate research in the College and to oversee disbursement of internally available grant programs. To review all course and student matters of common interest to the College's programs in vision science and those of the Graduate School, and to make timely recommendations to the Dean of the College relative to those matters. The Associate Dean for Research and Graduate Studies shall serve as chair of the Graduate Studies Committee.

- Number of members: 6
- Faculty: 5 tenured faculty members as appointed by the dean
- Associate Dean for Research and Graduate Studies (chair)

Information and Learning Resources Committee:
To maintain the reference materials collection of the College, and to make recommendations for its improvement; to support and enhance the teaching, research and clinical environments of the College through production of materials and by maintenance of its computer and study facilities; and to develop and
provide, subject to approval of the Dean, informational programs and materials relative to the missions of the College. The Chief Information Officer shall serve as chair.

- Number of members: 6
- Faculty: 2 appointed by the dean
- Clinic Director
- College Secretary
- Senior Fiscal Officer,
- Chief Information Officer (chair)

**Space Committee**
To monitor the allocation and use of space for all college purposes. To make recommendations to the dean about reallocation of space as needed. To consider space requests from faculty, staff, and students. The Associate Deans will serve as co-chairs for this committee.

- Number of members: 9
- Building Coordinator
- Senior Fiscal Officer
- Chief Information Officer
- Director of Student Affairs
- Chair, Curriculum Committee
- Student Representative
- Research staff member
- Associate Dean for Clinical Services and Professional Program (co-chair)
- Associate Dean for Research and Graduate Studies (co-chair)

**Staff Advisory Committee:**
To promote, as a liaison to the University Staff Advisory Committee, communication and effective working relationship among staff, faculty and administration. The chair is appointed by the dean.

- Number of members: Variable
- Staff: members appointed by the dean

**Student Advisory Committee:**
To advise the dean on matters relating to optometry student interests and activities. The dean or his/her designee shall conduct meetings of the Student Advisory Committee.

Number of members: 15

- Students: President of Student Council; President of AOSA; President of NOSA chapter; President of BSK; President of EYE; President of FCO; President of SVOSH; Optometry Representative to IPC; Optometry I President; Optometry II President; Optometry III President; Optometry IV President
- College Administrator (convener): Dean; Director of Student Affairs; Associate Dean for Clinical Services and Professional Program

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VIII. FACULTY MEETINGS
The faculty and dean will meet on a regular monthly basis to ensure ongoing communication and to conduct the business of the College. Meeting agendas are set by the dean and by the Faculty Advisory Committee. Any regularly scheduled faculty meeting may be cancelled by the dean if the agenda does not warrant such a meeting. Any College of Optometry faculty member with a “regular” (Faculty Rule 3335-5-9 A), “regular clinical” (Faculty Rule 3335-5-9 B), or “auxiliary clinical” (Faculty Rule 3335-5-9 C2) title, with a salaried appointment totaling 50% or more, is eligible to vote at a faculty meeting. A quorum is considered to be 50% or more of the eligible voting faculty.

IX. FACULTY TEACHING LOAD POLICY
In order to meet all the teaching, research and service obligations of the College Of Optometry, and to provide work accountability, a contact time assignment model has been developed for the College of Optometry. Factors used to determine assignments may include, but are not limited to, tenure status, type of faculty appointment, research responsibilities, clinical responsibilities and rank. This guideline should be interpreted to be integrated over the course of an academic year.

Instructional Activity
8-24 hrs per wk

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<td>e) Grading time</td>
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<td>f) Individual assisting</td>
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<td>g) Graduate student advising</td>
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Scholarly Activity
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<td>c) Laboratory time</td>
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<td>d) Data Analysis</td>
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<td>e) Writing/Publication</td>
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<td>f) Laboratory management</td>
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Service
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<td>d) Public sector service</td>
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X. FACULTY DUTIES AND RESPONSIBILITIES

- **Instructional Activity**
  Courses offered in the College of Optometry are graduate/professional level and graduate masters/PhD level. A regular tenure-track faculty member could reasonably be expected to teach two to four courses per year depending on the nature of the course (credit hours, laboratory, etc.), research release time, and committee assignments. Clinical teaching (patient care) is the primary assignment for regular clinical faculty, although classroom teaching in a clinical subject area is a common assignment also. Although regular clinical faculty are expected to demonstrate clinical scholarship, clinical teaching is the emphasized instructional activity.

- **Scholarly Activity**
  Faculty members are expected to conduct an ongoing program of research and/or scholarship, to be current in their knowledge of recent advances in their field(s) of specialization, and to continue to make contributions to optometric literature and state-of-art. Tenure track faculty members are expected to develop a program of research that is recognized by peers at the national and/or international level. Regular clinical track faculty are expected to develop scholarly activities that contribute to clinical teaching effectiveness and/or effectiveness in clinical care of patients.

- **Service Activity**
  Faculty members are expected to participate in the general committee and service work of the College and the University.

The above descriptions and policies do not constitute and contractual obligation. Fluctuation in demands and resources in the College and the individual circumstances of faculty members may warrant temporary deviations from the policy. Faculty promotion and tenure are governed by the College’s Appointment, Promotion and Tenure document.

XI. COURSE OFFERINGS AND TEACHING SCHEDULE

The schedule of course offerings for the College of Optometry is developed through consensus by the Curriculum Committee, the College Secretary, and the Executive Committee. The teaching schedule is developed by the Executive Committee in consultation with the Curriculum Committee, the College Secretary, the Graduate Studies Committee, and individual faculty members.

XII. ALLOCATION OF DEPARTMENT RESOURCES

College funds and space resources are allocated by the dean according to individual and programmatic needs. Assuming financial resources are available, it is the policy of the College to provide travel funds to faculty members who are presenting scholarly work at scientific meetings. Special requests for travel,
equipment or other academic/research pursuits are considered on an individual basis. Space is allocated on the merit of the justification of the request, its impact on the total college space pool, and in accordance with the general strategic plan of the College.

XIII. LEAVES AND ABSENCES
Absences from duty (sick leave, vacation, conduct of university business, etc.) are coordinated in accordance with university guidelines. Absence of any member of the teaching staff from ordinary service in the university, for any cause other than sickness, must be with the knowledge and approval of the dean of the College and, if for longer than ten days, with the approval of the executive vice president and provost. Sick leave is granted on approval of the dean when notification is given as soon as practicable, presumably on the first day of absence. (B/T 4/4/97, B/T 12/4/98)

Professional leaves of absence may be granted by the College in accordance with university procedures outlined in the Faculty Handbook (section on faculty development).

XIV. FINANCIAL CONFLICT OF INTEREST and PAID EXTERNAL CONSULTING
Optometry faculty members, including administrators with faculty appointments, are encouraged to engage in paid external consulting to the extent that these activities are clearly related to the mission of the College and/or the University and the expertise of the faculty member, provide direct or indirect benefits to the College and/or the University, and do not entail a conflict of interest as defined in the University’s Conflict of Interest Policy.

As a general rule, the proportion of a faculty member’s professional effort devoted to consulting should not exceed one business day per week. Prior approval must be obtained as outlined in the procedures in the University Policy on Paid External Consulting (http://oaa.ohio-state.edu/handbook/paidexternal.html). Faculty members should avoid any conflict or appearance of conflict between consulting and university responsibilities. In particular, the disruption of formal instructional activities because of consulting must be avoided. Consulting during off-duty quarters is not subject to time limitations.

XV. GRIEVANCE PROCEDURES.
The College’s mechanism for reviewing grievances is as follows:

Salary Appeals
Procedures outlined in Section XII of the Office of Academic Affairs Handbook will be followed.
Student Grade Grievances
Procedures outline in Faculty Rule 3335-7-23 will be followed.

Student Misconduct
Academic misconduct: Procedures outlined in the College’s Student Honor Code and in the University Code of Student Conduct (http://studentaffairs.osu.edu/info_for_students/csc.asp) will be followed.

Disciplinary misconduct: Procedures outlined in Faculty Rules 3335-11-01 to 3335-11-022 will be followed.

Faculty Misconduct
Any student, faculty, or staff member may report complaints against regular, regular clinical and auxiliary faculty members to the Dean (or to the Provost in complaints against the Dean). Procedures outlined in Faculty Rule 3335-5-04 will be followed.

Staff Misconduct
Any student, faculty, or staff member may report complaints against staff to the Dean. Procedures outlined in The Ohio State University Human Resources Policies 8.15 and 8.20 (http://hr.osu.edu/policy/policy815.pdf and http://hr.osu.edu/policy/policy820.pdf) will be followed.

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