

**PATTERN OF ADMINISTRATION  
DEPARTMENT OF CHEMISTRY AND BIOCHEMISTRY  
THE OHIO STATE UNIVERSITY  
July 14, 2012**

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**PATTERN OF ADMINISTRATION  
DEPARTMENT OF CHEMISTRY AND BIOCHEMISTRY  
THE OHIO STATE UNIVERSITY**

**I      ABBREVIATIONS**

ASC: Arts and Sciences  
CAO: Chief Administrative Officer  
CEF: Committee of Eligible Faculty  
CRO: Chief Research Resource Officer  
VCA: Vice Chair for Administration  
VCG: Vice Chair for Graduate Studies  
VCU: Vice Chair for Undergraduate Studies  
FAC: Chair's Faculty Advisory Committee  
GAC: Graduate Admissions Committee  
GRA: Graduate Research Associate/ship  
GSC: Graduate Studies Committee  
GTA: Graduate Teaching Assistant/ship  
P&T: Promotion and Tenure  
POA: Pattern of Administration  
POD: Procedures and Oversight Designee  
PTS: Promotion and Tenure Subcommittee  
RFG: Research Focus Group  
SFO: Senior Fiscal Officer  
TIU: Tenure Initiating Unit

**II     INTRODUCTION**

This document provides a brief description of the Department of Chemistry and Biochemistry 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 department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department Chair. However, revisions may be made at any time. Changes, which will be made in consultation with the department faculty, will be disseminated to department faculty in memos until sufficient changes have accumulated to warrant printing and distributing a complete new document.

The faculty is responsible for all academic programs conducted by the Department of Chemistry and Biochemistry of The Ohio State University. In order to facilitate the training of students in Chemistry and Biochemistry, to support the pursuit of new chemical knowledge, and to contribute to the development of the profession of Chemistry and Biochemistry, the faculty has

adopted the following Pattern of Administration for the Department of Chemistry and Biochemistry. The purpose of such administration shall be to organize, support, and promote policies established by the faculty in support of the mission of the department. Additional rules of the faculty, staff, and students and important policy statements of the department are contained in the **Appendices**.

### **III MISSION AND VISION STATEMENT**

The **Mission** of the Department of Chemistry and Biochemistry is to provide an inclusive environment of innovative teaching, world-class research and dedicated service with an agile, responsive faculty and staff.

To this end, the **Vision** of the Chemistry and Biochemistry Department will:

Be the pre-eminent location for providing the best undergraduate opportunities to learn the language and concepts of Chemistry and Biochemistry and to participate in the research of the department.

Be a top-tier location for graduate research by providing challenging, novel and relevant cutting-edge research opportunities via faculty, staff and students dedicated to exploration, support and excellence and to opening new frontiers to benefit the citizens of Ohio, the nation and the world.

Provide leadership to chart the direction of The Ohio State University as a premier center of teaching, research and service to the state of Ohio and the world.

### **IV ACADEMIC RIGHTS AND RESPONSIBILITIES**

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, [www.oaa.osu.edu/acad\\_rts\\_respons.php](http://www.oaa.osu.edu/acad_rts_respons.php).

### **V FACULTY**

Faculty Rule 3335-5-19, [www.trustees.osu.edu/ChapIndex/index.php](http://www.trustees.osu.edu/ChapIndex/index.php) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department include regular faculty for whom the department is their tenure initiating unit (TIU). Auxiliary faculty, emeritus faculty, and regular faculty as joint appointees with TIUs in another department may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and are not eligible to vote.

Only the faculty, as so defined, has the right to serve as advisor and preceptor to graduate students in the Department of Chemistry and Biochemistry. Any exception to this rule must involve a written Memorandum of Understanding.

## VI OVERVIEW OF DEPARTMENT ADMINISTRATION AND DECISION MAKING

Policy and program decisions are made in a number of ways: by the department faculty as a whole, by standing or special committees of the department, or by the Chair. The nature and importance of any individual matter determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more 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.

## VII DEPARTMENT ADMINISTRATION

Principal administrative officers of the department are the Chair, Vice Chair for Administration, Vice Chair for Undergraduate Studies, Vice Chair for Graduate Studies, Chief Administrative Officer (CAO) and Chief Research Resource Officer (CRO). This group will comprise the Cabinet.

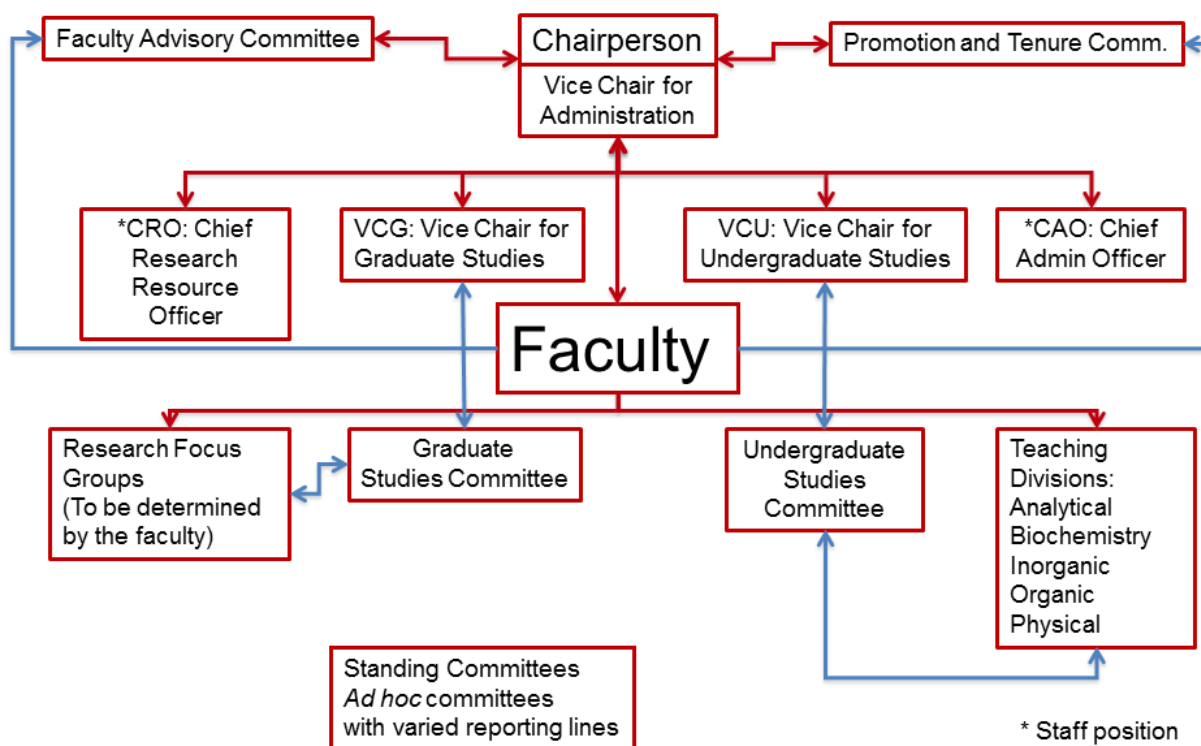


Figure 1. The administrative structure of the department.

## **VII.A Department Chair**

### **VII.A.1 Appointment**

The Chair is a member of the faculty and is appointed by the Dean in consultation with the faculty. Many of the responsibilities of the Chair are set forth in the *Faculty Rule 3335-3-35 (C)*. The Chair normally has a reduced teaching load in recognition of significant administrative responsibilities.

The Chair is a member of the faculty and acts on behalf of the department in its official relations with the College and University. The normal term of a Chair will be four years.

The Chair shall be responsible for appointing faculty, staff, and students to all department committees except those for which specific methods of selection are described, appointing the Vice Chairs for Graduate and Undergraduate Studies, assigning space to research groups and recommending salary increases to the Dean. The Chair will recommend salary increases for faculty and staff to the Dean after consultation with the Cabinet and the Faculty Advisory Committee. The Chair will communicate the needs and wishes of the department to the Dean, particularly in the area of faculty development and promotion and tenure (Appointments, Promotion and Tenure Document).

### **VII.A.2 Duties**

1. To have general administrative responsibility for its program, subject to the approval of the Dean of the college.
2. To develop, in consultation with the faculty, a pattern of administration. This pattern of administration shall be made available to all present and prospective members of the faculty of the department or school, and a copy shall be deposited in the office of the Dean of the college, and in the office of the senior Vice president for academic affairs.
  - a) The Chair will provide a schedule of all regular faculty meetings (see rule 3335-5-18 of the Administrative Code) to all faculty members before the start of each academic term.
  - b) The Chair (or designee) will maintain minutes of all faculty meetings and maintain records of all other actions covered by the Pattern of Administration.
  - c) The Chair will consult with the faculty as a whole on all policy matters, and such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole.
  - d) There is a presumption favoring majority faculty rule on all matters covered by the Pattern of Administration. Whenever majority faculty rule is not followed, the department Chair shall explain the reasons for the departure to enhance communication and to facilitate understanding within the department. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the decision of the department Chair 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.

- e) The faculty shall be consulted in the initiation of a search and in the review and selection of new faculty members for appointment.
  - f) The Chair shall work to see that faculty duties and responsibilities in instruction, scholarship, and service are assigned and distributed equitably.
3. The Chair shall, after consultation with the faculty and in accordance with the pattern of departmental administration, develop the Appointments, Promotion and Tenure (APT) document for the department. The APT document describes the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This document is subject to approval by the Dean and OAA, and shall be made available to all present and prospective members of the department or school; a copy shall be deposited in the office of the Dean of the College of Arts and Sciences and in the office of the executive vice president for academic affairs and provost. At the beginning of each four-year term of the Chair of a department, the members of the department, the office of the Dean of the college, and the office of the executive vice president and provost shall receive either a revision or reaffirmation of the original document.
  4. To operate the business of the department or school with efficiency and dispatch.
  5. To plan with the members of the faculty and the Dean of the college a progressive program.
  6. To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.
  7. To evaluate faculty members periodically in accordance with criteria approved by the board of trustees and subject to instructions from the executive vice president for academic affairs and provost, and also according to such supplemental criteria as may be set up by the department or college.
  8. To inform faculty members when they receive their annual review of their right to review their primary personnel file and to place in that file a response to any evaluation, comment or other material contained in the file.
  9. To recommend to the Dean of the college, after consultation with the faculty in accordance with the Department's APT document, appointments, promotions, dismissals and matters affecting the tenure of members of the department or school faculty.
  10. To encourage research and educational investigations and promote and facilitate the Research Focus Groups.
  11. To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank, and in general to lead in maintaining a high level of morale.
  12. To see that adequate supervision and training are given to those members of the faculty, staff and students who may profit by such assistance.
  13. To prepare (after consultation with the faculty) annual budget recommendations for consideration by the Dean of the college.

14. To promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic review by the faculty.
15. A critical role of the Chair is to build faculty consensus. This is best accomplished by the Chair's dissemination of information to the faculty as thoroughly as is practical and timely and to allow faculty input into important decisions. In addition to the regular faculty meetings, an annual retreat for strategic planning is recommended. It is recognized, however, that in sensitive situations, the Chair may have to keep certain sensitive information from the faculty.
16. The Chair, after consultation with the Vice Chair for Administration and the Vice Chairs, will approve or modify the teaching roster, the use of emeritus faculty in the teaching program, and requests for increased or reduced teaching by an active faculty member. These decisions dictate the need for temporary lecturers.
17. The Chair will approve or reject requests by the faculty for absences from Campus during on-duty periods (Faculty Rule 3335-5-08).
18. The Chair has final approval power over all financial matters in the department. In consultation with the Cabinet and the College, the Chair will determine the salaries of teaching assistants, lecturers, emeritus, and visiting faculty employed in the teaching program, and determine the maximum number of offers that can be made to foreign and domestic applicants to the graduate program and the salaries of teaching assistants. The same rate of compensation will be paid to all emeritus faculty members re-employed to teach in the department. Additional funds to support research will be allocated to faculty engaged in extra teaching. The Chair will delegate portions of the department budget appropriately.
19. The Chair will report annually to the faculty on the state of the department's finances. This task will normally be delegated to the CAO as appropriate.
20. The Chair will supervise certain members of the staff including the CAO and the administrative assistant to the Chair. As vacancies develop in the staff, the Chair will decide whether to fill the vacated position or to hire a new staff member with different skills and responsibilities. This decision will be made in consultation with the cabinet and interested faculty members.
21. The performance of the department Chair will be reviewed by the department approximately two years into his/her term. The review will be undertaken by the Faculty Advisory Committee. The findings of this review will be reported to the Chair and, at the discretion of the committee, to the faculty and the Dean.

## **VII.B Vice Chair for Administration**

### **VII.B.1 Appointment**

The Vice Chair for Administration (VCA) is a member of the faculty and is appointed by and answers to the Chair. The VCA is a member of the Chair's Cabinet. Initially, the primary role of the VCA will be to coordinate the integration of the programs of the legacy departments of Chemistry and Biochemistry. Subsequently, the VCA will assist the chair in managing ongoing



educational and research operations at South Campus locations and in coordinating research and educational activities of students from departmental and interdepartmental graduate programs. The VCA normally has a reduced teaching load in recognition of significant administrative responsibilities.

### **VII.B.2 Duties**

The VCA will assist the chair in assigned aspects of department administration, particularly in regard to administration, appointments, salary and performance reviews, and promotion and tenure. Assigned duties include:

1. The VCA will represent the chair in appropriate official capacities and serve as acting chair when the Chair is unavailable.
2. The VCA will work with the VCA and VCG to oversee the integration of students from Interdisciplinary Graduate Programs (IGPs) in relevant departmental activities.
3. The VCA will work with the CRO and CAO to coordinate north and south campus operations, infrastructure, computing resources, teaching, facilities and space assignments.
4. The VCA will work with the VCU to ensure uniformity of resources devoted to the Chemistry and Biochemistry major programs.

## **VII.C Vice Chair for Undergraduate Studies**

### **VII.C.1 Appointment**

The Vice Chair for Undergraduate Studies (VCU) is a member of the faculty and is appointed by and answers to the Chair of the Department of Chemistry and Biochemistry. The VCU is broadly responsible for managing scheduling and staffing of honors and non-honors undergraduate courses, managing undergraduate curricula, undergraduate recruiting and advising of undergraduate students majoring or minoring in the department's programs. The VCU is a member of the Chair's Cabinet and Chair of the Undergraduate Studies Committee. The VCU normally has a reduced teaching load in recognition of significant administrative responsibilities.

### **VII.C.2 Duties**

1. Coordinating General and Organic Chemistry and the Chemistry and Biochemistry Majors:
  - a. The VCU is responsible for working with the faculty assigned to teach in General and Organic Chemistry and Biochemistry in order to **ensure high quality of teaching**.

With insufficient Chemistry and Biochemistry faculty to cover all course offerings, the VCU will use auxiliary faculty, senior lecturers and temporary

lecturers to fill these roles. Such an appointment is made after careful consideration of the credentials of the candidate and after the candidate has given a presentation that permits an assessment of their technical and classroom skills. Typically, lecturers are appointed for part-time positions only; these are not regular faculty positions, and as such they do they carry the possibility of becoming regular or tenured positions.

- b. The VCU is responsible for coordinating the services provided by the department for the General Chemistry and Biochemistry Program. These services include:
  - i. **Administrative support:** includes maintaining student rosters and records, providing lecturers with printed material such as syllabi, quizzes, and exams.
  - ii. **Laboratory organization:** includes planning laboratory schedules in coordination with the lecturers and holding weekly staff meetings to assure that teaching assistants are well informed of their responsibilities and assignments. It also includes coordination of the Learning Resource Center, both in organizing the staffing and in maintaining the computers in that room used by students.
  - iii. **Laboratory supplies activities:** include preparation of all solutions and equipment used in the general Chemistry and Biochemistry laboratories, including stock solutions, unknown samples, standard equipment maintained in the laboratories, and special equipment available for specific experiments. This group is also responsible for overseeing the proper disposal of wastes from the laboratories.
  - iv. **Support for lecture demonstrations:** including providing a large collection of demonstrations which may be coordinated with lectures presented in the General Chemistry and Organic Chemistry and Biochemistry Programs or other courses.
- c. The VCU assists the Chair in **responding to complaints** raised by or for students in undergraduate courses, especially those in the General Chemistry and Biochemistry Program.
- d. The VCU **coordinates the scheduling** of classes and laboratories for all of Chemistry and Biochemistry's courses. This includes working with people within the department from the administrative support and laboratory organization areas, as well as the Scheduling Office for the University. The objective is to accommodate all students wishing to enroll in Chemistry and Biochemistry courses, while maintaining maximum enrollment in each section. This ensures maximum service to the students while minimizing the cost to the department. These activities include responding to requests for long-range planning of course enrollment in order to maximize the support from the University for these course offerings. The Vice Chair and his/her staff are responsible for the assignment of

all departmental teaching assistants, TAs, to undergraduate courses. The VCU reports to the Chair the enrollment and evaluation of these courses.

- e. **Coordinating Other Undergraduate Courses:** The VCU will work with faculty in each teaching division to facilitate the organization and presentation of undergraduate courses in those divisions.
  - f. The VCU serves as **Chair of the Chemistry and Biochemistry Undergraduate Studies Committee**. This committee reviews all proposed changes in undergraduate courses within the department, including additional courses, deletions of courses, and modifications to existing courses. It also is responsible to the faculty for all issues associated with the undergraduate degree programs in Chemistry and Biochemistry. The VCU normally serves on the **College Curriculum Committee** in order to maintain close coordination of activities with that group.
  - g. VCU oversees staff and personnel in the undergraduate office involved in managing the department's undergraduate teaching programs.
2. **Advising Chemistry and Biochemistry Majors:** The VCU coordinates the advising of all undergraduate students with an interest in Biochemistry or Chemistry as a major or minor. This includes maintaining descriptive information for these programs, promoting the program among students with an interest in Chemistry and Biochemistry, coordinating advising with the ASC and Honors advising offices, assisting students to develop their program of study, and maintaining academic records of their progress. Most of these responsibilities are shared between the Program Administrator(s) and the VCU. Honors students are directed to several faculty members who help them with their special requirements. The VCU will encourage all students to become involved in undergraduate research with faculty of the department.
  3. The VCU is responsible for **establishing procedures for bestowing scholarships and awards** for Undergraduate Chemistry and Biochemistry Majors. In most cases, the procedures involve evaluations by the Undergraduate Studies Committee, though some are delegated to subsets of the Chemistry and Biochemistry Faculty in accord with conditions of the award.
  4. **Providing Other Services for Undergraduates:** The VCU coordinates providing advice and counsel to all students who take undergraduate Chemistry and Biochemistry courses or who have an interest in the area. The largest of these activities is in the evaluation of transfer credit, handled primarily by the program administrator for Undergraduate Chemistry and Biochemistry majors, for students who come to OSU with Chemistry and Biochemistry courses at other institutions. This evaluation establishes whether or not courses taken elsewhere are equivalent to courses at OSU so that students may use them to satisfy degree requirements and/or to satisfy prerequisites for additional courses they need at OSU.
  5. The VCU reviews all cases of suspected **Academic Misconduct** involving undergraduate

courses before their submittal to the Committee on Academic Misconduct. This is a responsibility specifically delegated by the Chair to fulfill his/her defined role in the University procedures regarding Academic Misconduct.

## **VII.D Vice Chair for Graduate Studies**

### **VII.D.1 Appointment**

The **Vice Chair for Graduate Studies (VCG)** is a member of the faculty and is appointed by and answers to the Chair of the Department of Chemistry and Biochemistry. The VCG is broadly responsible for administering graduate programs in the Department of Chemistry and Biochemistry. The primary mission of the office of the Vice Chair is the development of a strong national and international reputation for the graduate programs sponsored by the Department of Chemistry and Biochemistry. The VCG is a member of the Chair's Cabinet, Chair of the Graduate Studies Committee, and is a non-voting member of the Graduate Admissions Committee. The duties of this office include the supervision and regular evaluation of the performance of staff assigned to the Graduate Studies Office; the preparation annually of a budget for the recruitment of graduate students; the recruitment, hiring, and assignment of Graduate Teaching Associates in consultation with the Vice Chair for Undergraduate Studies; and the responsibility, shared with the Vice Chair for Undergraduate Studies, for casual instructional staff. The VCG normally has a reduced teaching load in recognition of significant administrative responsibilities.

### **VII.D.2 Duties**

1. **Administering the Graduate Studies Office** and its staff, that is responsible for all graduate academic programs in the department.
2. Planning and implementing innovative approaches to **graduate student recruiting**.
3. Making offers of admission to students admitted to the department's graduate program.
4. The VCG serves as **Chair of the Graduate Studies Committee**, and in that role, is responsible for the graduate curriculum and the academic progress of all graduate students enrolled in the department. The Graduate Admissions Committee works with the VCG to recruit the most highly qualified students possible for the program, and the Graduate Studies Committee is responsible to the VCG for the enrollment, progress and evaluation of performance of all graduate students matriculated in the program. The VCG is also responsible to the Chair for regular evaluation of the quality of graduate instruction.
5. The VCG will coordinate a variety of graduate level activities, including: nominations for University Fellowships, the Mack Lecture, the Henne Research Competition, and the competition for the Swenton Award for outstanding teaching by a graduate student. The latter award will be presented during the Mack or Meek Award activities.

## **VII.E Chief Administrative Officer**

### **VII.E.1 Appointment**

The **Chief Administrative Officer (CAO)** is a member of the permanent staff and reports to the Chair. The CAO is the senior staff member of the department, and directly or indirectly supervises and provides support for all staff functions and responsibilities.

The primary obligation of the CAO is to enable the staff to support the faculty and students in their teaching, research, and service activities.

### **VII.E.2 Duties**

The CAO exercises two levels of supervision and support. The first is operational or direct supervision. He/she is the direct supervisor to those staff members responsible for administrative support, facility management, finance, IT, personnel, safety, and research support.

The second level of supervision is administrative or indirect supervision. The purpose of administrative supervision is to provide adequate resources to all other staff members to enable them to accomplish the directives and goals of their immediate supervisors.

The CAO oversees the department's physical plant and assists the Chair and Vice Chair for Administration in planning and keeping the department budget. Other duties of the CAO include: 1) overall department fiscal oversight and fiscal responsibility to College SFO and University Senior VP of Business and Finance in accordance with university policies and rules, 2) representing the department to other OSU administrators, and 3) performing duties as delegated by the Chair.

## **VII.F Chief Research Resource Officer**

### **VII.F.1 Appointment**

The **Chief Research Resource Officer (CRO)** is a member of the permanent staff and reports to the department Chair through the Chief Administrative Officer. The CRO is a senior staff member of the department, and directly or indirectly supervises and provides support for the spectroscopic and production facilities of the department.

### **VII.F.2 Duties**

The mission and vision of the CRO is to provide excellence in supporting the teaching, research and service missions of the Department of Chemistry and Biochemistry. To this end, the **Vision** of the Office of the CRO is to: Provide superior customer service by providing pro-active, timely and responsive services at the lowest real cost possible; provide state-of-the-art facilities supported by trained professionals that amplify researchers' abilities to explore their chemical and biochemical systems and assist students in their education as practicing chemists and biochemists; and be leaders in their areas of expertise, train and share their knowledge and skills with facility users and serve the Department and University as opportunities present themselves.

The mission and vision are the primary focus goals of the CRO.

The CRO exercises two levels of supervision and support. The first is operational or direct supervision. He/she is the direct supervisor to those staff members responsible for supervising and managing the research support facilities, including providing adequate resources to other staff members in research support facilities to enable them to accomplish the directives and goals of their immediate supervisors.

The CRO oversees the department's research support services and their attendant budgets. Other duties of the CRO include: 1) representing the department when requested by the CAO, 2) assisting in the selection and acquisition of departmental instrumentation, and 3) performing duties as delegated by the Chair, Vice Chair for Administration or CAO.

## **VII.G Staff**

### **VII.G.1 Program Administrator for Undergraduate Studies**

Staff member has primary responsibilities, in cooperation with VCU and faculty representatives, for managing and advising undergraduate students majoring (BA, BS) or minoring in Biochemistry or Chemistry, and others interested in the department's undergraduate curriculum and programs.

### **VII.G.2 Other Staff**

The department's teaching, research and service missions are supported by staff located at its North and South campus locations. These staff members provide services that include coordination and management of fiscal matters, human resources, research infrastructure, teaching laboratories, analytical support laboratories, computer support, laboratory safety, degree program administration and outreach.

## **VIII ORGANIZATION OF THE DEPARTMENT**

### **VIII.A Teaching Divisions**

The department is organized into five teaching divisions for convenience in the staffing of curricular offerings and in establishing the requirements for graduate degrees of students pursuing research in related areas of Chemistry and Biochemistry. Each faculty will be a member of one or more teaching division. The divisions are (1) Analytical, (2) Biochemistry, (3) Inorganic, (4) Organic, and (5) Physical. Responsibilities of the teaching divisions are established by the faculty of the department as a whole.

### **VIII.B Research Focus Groups (RFGs)**

The faculty will organize into a limited number of research focus groups (RFGs) based on research interest and expertise. The primary purpose of the RFGs is to promote graduate education and collaborative research. RFGs provide opportunities for faculty research coherence that can be advantageous in faculty hiring decisions, graduate program teaching and training, and competing for intra- and extramural research and education funding.

Each faculty member will be affiliated with one or more RFGs. RFGs will be established by the faculty in cooperation with the Chair, Vice Chair for Administration, and the Vice Chair for Graduate Studies. RFGs are expected to be dynamic entities, with faculty moving in or out of an RFG over their academic career.

Through their elected representatives, the RFGs will have input into department policy, graduate curriculum, graduate student recruitment, seminar programs, faculty hiring, TA policies and the deployment of research support staff and investment in major multi-user instruments.

## **IX Committees**

The Chair is responsible for appointment of faculty, staff, and students to all departmental committees except those for which specific methods of selection are described below. The Chair is *ex-officio* on all department committees, non-voting on the committee of the eligible faculty. Committee assignments typically will coincide with the academic year unless otherwise noted. The Chair may also, from time to time, create *ad hoc* committees. The composition and duties of the department's standing committees are:

### **IX.A Standing Committees**

#### **IX.A.1 Faculty Advisory Committee (FAC)**

Membership: Faculty will nominate representatives to serve a term of three years on the FAC. The terms will be staggered so that approximately one third of the committee shall be named or elected or re-elected every year. All associate and full professors are eligible to serve on this committee with the exception of the Vice Chairs.

The FAC is constituted to provide advice to the Chair on all matters concerning the department. The committee will normally meet at least once each semester (fall and spring) with the Chair. Meetings, which may be called by the Chair or by a majority of the committee, will be scheduled in a timely manner by the Chair. Additional meetings may be called by either the chair or the majority of the committee.

In cases where special expertise is required, the Chair may appoint an additional member of the committee. The Chair is also a member, *ex officio*, of this committee and shall act as Chair of the FAC.

The FAC is specifically charged with advising the Chair on policy issues, and on matters of salary and performance evaluations. This committee is also responsible for biannual evaluation of the Chair.

#### **IX.A.2 Committee of Eligible Faculty (CEF), Columbus Campus**

The Committee of Eligible Faculty is constituted by all tenured faculty of higher rank than the candidate(s) being reviewed, excluding the Chair, the dean and assistant and associate deans of the college, the executive vice president and provost, and the president. This committee evaluates all candidates for promotion and tenure and reports their recommendations to the Chair of the

Department.

### **IX.A.2.a Promotion and Tenure Committee (P&T)**

A subset of the Committee of Eligible Faculty comprises the Promotion and Tenure committee. This subcommittee is responsible for organizing faculty promotion and tenure reviews, and presenting each case to the entire P&T committee. This subcommittee will be composed of:

- 1) The Committee Chair. This is a full professor appointed by the Chair
- 2) A Procedures Oversight Designee (POD). This full professor is assigned to ensure the review procedure is properly executed, including considerations of Affirmative Action issues.
- 3) An *ad hoc* member of the P&T committee whose disciplinary specialty is close to that of the candidate. This member will vary depending on the candidate under review.

### **IX.A.3 Graduate Admissions Committee (GAC)**

The Graduate Admissions Committee is responsible for reviewing applications for admission to the department's graduate programs and for recommending selected students for admission to the Graduate School. Admission is based on a set of academic metrics and the size and distribution of the entering class is estimated by the ability of the faculty to support the students as Research Associates (RAs) along with the need for fulfilling the department's requirement of teaching assistants (TAs). They will also select and recommend entering graduate students for award of teaching associateships and fellowships.

Membership consists of faculty representing RFGs and a committee Chair appointed by the Department Chair. The committee Chair reports directly to the Vice Chair for Graduate Studies, who is a non-voting member of the committee. This committee is charged with developing a budget for student recruiting. This budget will be presented to the department Chair who, in consultation with the Cabinet, will approve or modify it.

### **IX.A.4 Graduate Studies Committee (GSC)**

The rules of the Graduate School provide for the supervision of all graduate students in Chemistry and Biochemistry by the graduate faculty of the department. The committee will apply the "Rules of the Graduate Program" (see Appendix I). These guidelines are subject to annual review. Students are governed by the guidelines in place at the time they enter the Program.

In addition to the duties listed above, the committee is responsible for soliciting and reviewing nominations for and making recommendations on the award of departmental and university graduate fellowships.

Membership consists of graduate faculty representing each RFG, and the Vice Chair for Graduate Studies, who will serve as Chair of this committee.



The Graduate Studies Committee approves the selection of an advisor for beginning graduate students, monitors student progress and reviews petitions for continued TA support and extensions of graduate standing. In extraordinary cases, the GSC may assign a new advisor to a senior student.

#### **IX.A.5 Undergraduate Studies Committee**

The Undergraduate Studies Committee is responsible for the curricular offerings, degree programs, and awards of the department at the undergraduate level. The committee will have faculty representatives of each teaching division appointed by the Chair, with the Vice Chair for Undergraduate Studies serving, *ex officio*. The VCU shall also serve as Chair of this committee. This committee reviews all proposed changes in undergraduate courses within the department, including additional courses, deletions of courses, and modifications to existing courses. It also is responsible to the faculty for all issues associated with the undergraduate degree programs in Chemistry and Biochemistry. The Vice Chair normally serves on the College Curriculum Committee in order to maintain close coordination of activities with that group.

#### **IX.A.6 Assistant Professor Advisory Committees**

The Chair will appoint an advisory committee of three tenured faculty members for each assistant professor. Members of this committee will monitor the classroom teaching, study the annual report, and the publications of the assistant professor. During the spring semester, this committee will meet with the Chair to discuss the progress of the assistant professor. The Chair will communicate these findings to the assistant professor in a meeting and in writing at the time of the annual review.

A member of the advisory committee may be selected to serve as the *ad hoc* member of each candidate's P&T Committee during the time of the sixth-year review of the assistant professor.

#### **IX.A.7 Safety Committee (Chemical Hygiene and Safety)**

Safety rules and policies of the Department of Chemistry and Biochemistry are described in the departmental Chemical Hygiene Plan (CHP, Appendix V).

The Safety Committee and its Chair will consist of members of the faculty and the staff and are appointed by the Chair. The Safety Committee is responsible for establishing rules regarding safety and hygiene in the conduct of research and teaching activities in the department. The committee is responsible for planning and preparation of programs to educate the students, staff, and faculty in safe practices in their teaching, learning, and support duties. In particular, the committee oversees the planning for and compliance with federal (OSHA, etc.) and state regulations regarding chemical hygiene and safety in the department.

The Safety Committee shall conduct annual reviews of the CHP and recommend changes to and implementation of new safety policies as required and needed by the department. Revisions and new policies will be adopted by a majority vote of the faculty.

Enforcement issues will be handled according to the policy described in Appendix V.

### **IX.A.8 Nominations Committee**

The Nominations Committee is responsible for nominating members of the faculty for various awards and prizes. In selecting nominees, this committee will select the individual considered most likely to win the award. The second criteria will be to nominate as many members of the faculty as possible for various awards.

### **IX.B Faculty Search Committee(s)**

The Chair will meet with the AC, RFG's and FAC periodically as appropriate to discuss the department's needs in hiring new members of the faculty. The Chair will then appoint *ad hoc* recruiting committees as dictated by available resources. The committee(s) will be charged with conducting the procedures established in the department's APT document to recruit outstanding new faculty to the department.

### **IX.C Other Committees**

In addition to the standing committees, there are a number of committees functioning at any time and whose membership and duties may vary as needs change.

## **X FACULTY MEETINGS**

The chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per academic term and will normally provide for monthly meetings. A call for agenda items and a completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department regular faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will distribute minutes of faculty meetings to faculty by email – within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

Special policies pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion and Tenure document.

For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote.

Either the chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote. When warranted to ensure necessary participation in voting, balloting will be conducted by mail or electronically.

When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the chair will necessarily make the final decision.

The department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally, department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

## **XI POLICY ON FACULTY DUTIES AND RESPONSIBILITIES**

The university's policy with respect to faculty duties and responsibilities is set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>. The information provided below supplements these policies.

The Chair, with appropriate consultation, is responsible for ensuring equitable assignment of responsibilities to the faculty. All faculty members are expected to make contributions in all areas of faculty responsibility. Significant differences in the assignment of responsibilities to individual faculty members may exist, reflecting temporary factors, individual faculty strengths, interests, and abilities to contribute to the overall mission of the Department.

### **XI.A Faculty Duties and Responsibilities, Columbus Campus**

Faculty with at least a 30% FTE appointment in the department has the right to serve as advisor and preceptor to graduate students of the Department of Chemistry and Biochemistry. All members of the faculty are expected to contribute to all facets of the graduate and undergraduate teaching, service, and research mission of the department.

The faculty will evaluate the quality of classroom teaching in the department using a suitable individual, division-, department-, or university-approved instrument, and peer review. All course offerings will be so evaluated and results will be forwarded to the relevant Vice Chair.

All members of the faculty have the right to call and conduct a meeting of the faculty.

Emeriti faculty members are welcome to attend all meetings of the faculty but do not have voting privileges. Consistent with the rules of the Graduate School, emeritus faculty may continue to act as advisors for their advisees in progress at the time of retirement with the approval of the Graduate Studies Committee and notification to the Graduate School. For these faculty emeriti to engage in graduate teaching or advising activities not in progress at the time of retirement, approval of both their Graduate Studies Committee and the Dean of the Graduate School is required.

Many faculty members voluntarily take on a variety of professional activities that fall outside the department's policy on faculty duties and responsibilities. These activities often benefit the department or University and may be taken into account in considering a faculty member's total workload.

### **XI.B Scholarly Activity**

All faculty members are expected to engage in scholarly activity. These activities will generally take the form of inquiry into fundamental scientific questions but may also include research in pedagogy.

Results of research activities are expected to result in **publications** in peer reviewed scholarly journals and theses for undergraduate and graduate students.

Since Chemistry and Biochemistry research and related teaching is primarily funded from external sources, all faculty members are expected to seek such **funding** to support their research programs.

Faculty members are expected to **serve** on administrative, advisory, and evaluation committees for the University, for government agencies, and for professional societies.

Faculty members are also expected to **review** papers for professional journals and research proposals for funding agencies.

### **XI.C Industrial Sponsorship of Graduate Research**

Faculty have the right to manage research sponsored by industry which may impose, as part of the contract, rules governing disclosure to protect intellectual property generated at The Ohio State University. Although it is advisable that postdoctoral associates rather than graduate students participate in these studies, graduate student participation is allowed. In these cases, however, faculty will identify to the graduate office annually those graduate students involved in proprietary research. These students will be interviewed by the Vice Chair of Graduate Studies to ensure that the progress of the student to graduation and employment in the profession is not being impeded by issues of non-disclosure and that the activities of the student are in line with the university's conflict of interest policy (<http://oaa.osu.edu/assets/files/documents/financialconflictofinterest.pdf>). If the GSC concludes that the students' progress is impeded by the industrial sponsorship, it has the power to remedy the situation.

The GSC will ensure that the results of thesis and dissertation work can be published in a timely fashion and that the dissertation is fully public.

### **XI.D Service**

Members of the faculty are expected to serve on departmental or divisional committees, in addition to student advisory and examination committees.

### **XI.E Regional Campus Faculty**

The Regional Campuses of The Ohio State University have a different mission than the Columbus Campus. Thus, there is a different weighting of the teaching, service, and research functions.

Chemistry and Biochemistry faculty (tenure track) at the regional campuses:

- a) have the right to vote for the Chair of the Department of Chemistry and Biochemistry
- b) will have the Chair appoint an advisory committee or faculty mentor
- c) will use the same instruments to measure student satisfaction of teaching as members of the Columbus campus
- d) may establish research groups involving undergraduates or staff on the Columbus campus and in that capacity use department instruments on the Columbus campus
- e) may periodically teach on the Columbus campus with the approval of the Vice Chair for Undergraduate Students and the regional campus Dean.

Regional campus faculty members are encouraged to spend their sabbaticals and summers involved in research on the Columbus campus.

The Vice Chair for Undergraduate Studies will coordinate consistency between courses taught at the regional and Columbus campuses, including efforts in innovative teaching.

## **XII DEPARTMENT FACULTY TEACHING LOAD POLICY**

The university's policy with respect to faculty teaching load is set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>. The information provided below supplements these policies.

*The following policy statements do not constitute a contractual obligation and are subject to modification as conditions warrant.*

The faculty of the Department of Chemistry and Biochemistry teach students in two principal modes: (1) undergraduate and graduate students in lecture and laboratory courses, and (2) graduate and undergraduate students and postdoctoral researchers in extensive individual instruction in research. This inseparable program of classroom instruction and individual research instruction in research universities is the primary way in which fundamental new knowledge is generated in this country. All faculty members are expected to participate in both modes of instruction (teaching), at both the graduate and undergraduate level. Moreover, each faculty member is expected to:

1. Teach a variety of courses: large-enrollment freshman and sophomore courses, smaller-enrollment advanced undergraduate and graduate courses, and research courses.
2. Establish and maintain vigorous research programs involving graduate and undergraduate students and postdoctoral researchers.
3. Participate in undergraduate and graduate curriculum development.

## **XII.A Base Teaching Load**

The base teaching load in the department, consists of five courses per year, which is consistent with the guidelines provided by the College of Arts and Sciences. Two courses will be lecture or laboratory courses and three will be research courses.

## **XII.B Mitigating factors**

Adjustments to the base load may be approved by the Chair in consultation with the Faculty Advisory Committee, who shall annually review faculty annual reports to determine how each faculty member can best contribute to the department's mission. The Chair and FAC will work together to strive for transparency in assigning adjustments in teaching loads. Nevertheless, all faculty members will be subject to a minimum teaching requirement. Example mitigating factors that may justify reduced teaching assignments: new (untenured) faculty, administrative posts, release time. For example, when a faculty member leads a major center grant, release from 0.5-1 course per year is expected. The extent of the reduced load would be determined based on the size of the additional workload of the faculty member.

## **XII.C Teaching Release Time Policy**

The baseline cost of full release from teaching for a semester is 20% of the 9-month salary and benefits. This may be adjusted downward for partial relief of teaching. No more than one semester may be released in this manner, per academic year. If the course release is purchased by funds outside ASC, then 60% of the recovered salary goes to the department to cover supplementary teaching and other activities at the discretion of the Chair and 40% is returned to the faculty member as discretionary funds.

## **XII.D Special Assignments (SA)**

Information on special assignments is presented in the following link <http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>. The information provided below supplements these policies.

Untenured faculty will normally be provided an SA during their probationary period. Reasonable efforts will be made to provide SA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department, and the need to assure that sufficient faculty are always present to carry out department work.

## **XIII COURSE OFFERINGS AND TEACHING SCHEDULES**

The department Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times most likely to meet student needs. To ensure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are

known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17, <http://www.trustees.osu.edu/ChapIndex/index.php> will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across offerings to ensure that instructional expertise is always available for such courses.

### **XIII.A Policy on Cross-Listing Graduate Courses**

1. The Graduate Studies Committee may consider requests by departments other than Chemistry and Biochemistry for cross-listing of graduate courses under a Departmental number.
2. Typical reasons for cross-listing are:
  - a) To make students aware of offerings in other departments that may be of value to Chemistry and Biochemistry students in their graduate studies.
  - b) To make courses outside the Department available for graduate curricular requirements.
  - c) To consolidate enrollments in two or more departments where enrollments from a single department would be insufficient to justify teaching the course.
  - d) To avoid duplication of graduate offerings in two or more departments.

## **XIV ALLOCATION OF DEPARTMENT RESOURCES**

The Chair is responsible for the fiscal and academic health of the department and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of department goals. The chair will discuss the department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the chair.

Research space shall be allocated on the basis of research productivity including external funding and will be reallocated periodically as these faculty-specific variables change.

The allocation of office space will include considerations such as achieving proximity of faculty in subdisciplines, proximity to research space and grouping staff functions to maximize efficiency.

The allocation of salary funds is discussed in the department's Appointments, Promotion and Tenure document.

### **XIV.A ASSIGNMENT OF RESEARCH SPACE TO INDIVIDUAL FACULTY MEMBERS**

It is the policy of the Department of Chemistry and Biochemistry to use space within the department so as to best maximize the potential of every faculty member and student in the department. The Chair has final authority to assign all laboratory space to members of the faculty. These assignments will be made in consultation with the Vice Chair for Administration, the Faculty Advisory Committee (FAC) and interested faculty.

In the course of faculty recruiting, the Chair will consult with the Faculty Advisory Committee (FAC) and relevant Research Focus Groups as to the most appropriate space to offer candidates.

It is expected that space allotments will vary over time as individual groups expand and contract. It is understood that group sizes will vary over time due to changes in external funding, personal choice, and success in graduate student recruiting. Faculty members who feel they need additional space can submit a request in writing to the Chair at any time. Minor requests will be handled by the CRO with the approval of the Chair. At the discretion of the Chair, the FAC may be charged with reviewing the request and consulting with all other faculty members influenced by the request. The FAC can seek external expertise to help its deliberations. The Chair may accept, reject, or modify the recommendation of the committee.

The Chair may reassign laboratory space to faculty who do not have active research groups. An active research group is defined as a group that is publishing original research in a peer reviewed journal and has or is actively seeking external support.

#### **XIV.A. 1 Guidelines for Assigning Space**

The following guidelines will be used in space deliberations:

- 1) The Chair will strive to allocate a minimum of 600 sq. ft. of space per active research group (including office space).
- 2) All students will have the space necessary to conduct their research and graduate in a timely fashion.
- 3) Groups of faculty with related interests should be located in the same general area.
- 4) Research groups should be contiguous.
- 5) Space assignments should minimize renovation costs to the Department and minimize disruption to individual groups.
- 6) Newly built and renovated space should be used to strengthen faculty resources, including specifically the recruitment of new faculty.
- 7) Faculty actively engaged in experimental research will be assigned a minimum of 400 sq. ft. of laboratory space. The FAC will determine which faculty members are actively engaged in research.
- 8) The Chair will consider the needs for space for special equipment on a case-by-case basis.

#### **XIV.B Limits on Assignment of GTAs to Individual Faculty**

[Restated in Appendix II.C]

Faculty must provide at least one-sixth (1/6) of the annual support of each TA. Thus, one “year”



of departmental TA support (a “TA slot”) amounts to 5/6 of the student’s annual stipend (plus benefits, tuition and fees).

GTA allocation to research active faculty follows a “TA = RA + 2” formula. Thus, a faculty member supporting two (2) graduate students as GRAs may access up to four (2 + 2) TA slots, up to a maximum of 6 per faculty. Untenured assistant professors are not subject to this limit. Tenured faculty may recruit additional graduate students into their groups to the extent that they have other means of supporting them (e.g., via GRAs). In consideration of extraordinary teaching or service, this formula may be modified by the Chair, in consultation with the VCG and VCU.

#### **XIV.C Support for Research Activities in Non-Departmentally Managed Centers**

The department will seek to support research activities of its faculty and students by pursuing collective bargaining arrangements with campus instrument and service centers (e.g., CCIC, PMGF) when those services are essential for the work of the faculty, when it is impractical for the Department to provide comparable subsidized services, and when the expense of carrying out the studies would represent a significant burden on affected faculty. Financial and logistic terms will be coordinated out on a case-by-case basis between the CRO and participating center on behalf of the department and affected faculty.

#### **XIV. D Policy on Allocation of Travel Funds**

The Department adheres to University rules and regulations regarding use of travel funds.

The Department will support faculty travel by automobile for the purpose of graduate student recruitment. The Department will cover one night’s lodging and standard *per diem* expenses.

Travel requiring travel by air will need prior approval for reimbursement.

This policy will be reviewed annually and amended if necessary by financial constraints.

### **XV LEAVES AND ABSENCES**

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>, and Office of Human Resources Policies and Procedures website <http://hr.osu.edu/policy/>, in accordance with the Faculty Rules approved by the Board of Trustees, <http://trustees.osu.edu/ChapIndex/index.php>. The information provided below supplements these policies.

#### **XV. A Discretionary Absence**

During on-duty periods faculty members are expected to be accountable for interaction with students, service assignments, and other responsibilities even if they have no formal course assignment that period. In accordance with Faculty Rule 3335-5-08, on-duty faculty members who need to be away from campus to conduct research or other university business may do so with permission of their chair, dean, and OAA. Faculty unpaid leaves and faculty paid leaves due

to university business that exceed ten consecutive work days require approval by the department, college, and the Office of Academic Affairs.

In the event that professional demands require a faculty member to miss a regularly scheduled class, it is the responsibility of the faculty member to ensure their assigned class is covered by a qualified substitute. Prior notification of the Vice Chair for Undergraduate Studies is required when a faculty member will be absent from a regularly scheduled class meeting for undergraduate courses. Prior notification of the Vice Chair for Graduate Studies is required when a faculty member will be absent from a regularly scheduled class meeting for graduate courses. Approval of the substitute by the Vice Chair is necessary when the substitute is not a faculty member.

### **XV.B Absence for Medical Reasons**

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

### **XV.C Unpaid Leaves of Absence**

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in <http://oaa.osu.edu/handbook.html>

### **XV.D Faculty Professional Leave (FPL)**

Information on Faculty Professional Leave is presented in Book 2 of the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>. The information provided below supplements these policies.

The FPL proposals will be reviewed by the chair and the FAC. The chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.

## **XVI SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY**

The university's policies with respect to supplemental compensation and paid external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>. The information provided below supplements these policies. All arrangements for extra compensation require administrative approval. Units must secure approvals before the extra work is carried out in order for the faculty member to be compensated

for the work.

The department expects faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the department chair regardless of the source of compensation. External consulting agreements must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is university policy that faculty may not spend more than one business day per week on supplemental compensated activities and external consulting combined.

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

## **XVII FINANCIAL CONFLICTS OF INTEREST**

The university's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

## **XVIII GRIEVANCE PROCEDURES**

Members of the department with grievances should discuss them with the chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances

### **XVIII.A Salary Grievances**

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty or staff member should provide documentation to support the complaint.

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

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Consulting Services in the Office of Human Resources ([www.hr.osu.edu/](http://www.hr.osu.edu/)).

### **XVIII.B Faculty Misconduct**

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, [www.trustees.osu.edu/ChapIndex/index.php](http://www.trustees.osu.edu/ChapIndex/index.php).

### **XVIII.C Faculty Promotion and Tenure Appeals**

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, [www.trustees.osu.edu/ChapIndex/index.php](http://www.trustees.osu.edu/ChapIndex/index.php).

### **XIII.D Sexual Harassment**

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, [www.hr.osu.edu/policy/index.aspx](http://www.hr.osu.edu/policy/index.aspx).

### **XVIII.E Student complaints**

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty.

If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see [www.oaa.osu.edu/coam/home.html](http://www.oaa.osu.edu/coam/home.html) and [www.senate.osu.edu/COAMDuties.pdf](http://www.senate.osu.edu/COAMDuties.pdf)).

The Code of Student Conduct is Faculty Rule 3335-23, [www.trustees.osu.edu/Rules23/index.html](http://www.trustees.osu.edu/Rules23/index.html)

## **XIX LIST OF APPENDICES**

### **Rules and Policies of the Department of Chemistry and Biochemistry**

- I APPENDIX: Rules of the Graduate Program
- II APPENDIX: Procedures and Priorities for Appointment of Teaching Associates
- III APPENDIX: RULES FOR Searching for a Department Chair
- IV APPENDIX: Rules regarding the Newman, Dow, Fox, and Kimberly Professorships and new professorships to be named
- V APPENDIX: Safety Policies
- VI APPENDIX: Rules for Course Textbook Selection
- VII APPENDIX: Departmental Diversity Action Plan
- VIII APPENDIX: Research Support Service Policies