

# **PATTERN OF ADMINISTRATION**

## **DEPARTMENT OF MICROBIAL INFECTION AND IMMUNITY COLLEGE OF MEDICINE**

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# POA – MI&I

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## Pattern of Administration Department of Microbial Infection and Immunity

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## **I Introduction**

This document provides a brief description of the Department of Microbial Infection and Immunity (MI&I) in the College of Medicine 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 as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

## **II Department Mission**

Our mission is to foster a creative, interdisciplinary environment that probes fundamental questions in immunology and at the interface of microbes with their host and their environment, and translate new knowledge into practical therapies that benefit society. We strive to provide outstanding collaborative educational opportunities in the areas of infectious diseases, microbial pathogenesis, and immunology that improve human health globally.

Our goals are to:

1. Direct interdisciplinary programs that lead to the development of top-tier researchers, whose findings will broadly impact human health.
2. Use cutting-edge infectious disease and immunology model systems that will accelerate discovery of diagnostic tools, therapeutics, and vaccines that can be translated into improved personalized patient care.
3. Maintain a collaborative training environment with strong mentorship that fosters intellectual creativity and instills passion in the next generation of scientists to perform cutting edge research in microbial infection and immunity.
4. Be international leaders in microbiology and immunology.

## **III Academic Rights and Responsibilities**

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, <http://oaa.osu.edu/rightsandresponsibilities.html>.

## **IV Faculty**

Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules.html>) 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 with compensated FTEs of at least 50% in the Department. Auxiliary faculty, emeritus faculty, and regular faculty joint appointees with FTEs below 50% in this Department are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter related to promotion and tenure. Regarding voting on other matters, regular faculty joint appointees with FTEs below 50% in this Department will be required to be knowledgeable of the topic under consideration for a vote. Emeritus and auxiliary faculty may not vote on any issue.

The Department does not have a regular clinical track.

The Department has a regular research track. Regular research track faculty titles are research assistant professor of Microbial Infection and Immunity, research associate professor of Microbial Infection and Immunity, and research professor of Microbial Infection and Immunity. Regular research track faculty can comprise no more than 20% of the tenure track faculty. Regular research track faculty may vote in all matters of department governance except tenure track promotion and tenure decisions.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this Department is provided in the Appointments, Promotion and Tenure (AP&T) Document.

### **V Organization of Department Services and Staff**

Services and staff of MI&I at the current time shall consist of a Department Administrator, Administrative Assistant, and Research Operations Manager, and the sharing of SBS core services. Administrative services are under the direction of the Chair with day-to-day management by the Administrator. Services available or provided to the faculty include personnel management, purchasing of equipment, preparation of reports (e.g. annual reports, promotion and tenure dossiers), equipment repair, laboratory setup or remodeling, computer assistance, and assistance with grant proposals. SBS core services provide HR, fiscal and grant support including reimbursements, vacation leave, post award grant management, and personnel actions that include processing such as monthly appointments, hourly payrolls, and benefits.

### **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 determine how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

### **VII Department Administration**

#### **A Chair**

The primary responsibilities of the Chair are set forth in Faculty Rule 3335-3-35, <http://trustees.osu.edu/rules/university-rules.html>. This rule requires the Chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, <http://trustees.osu.edu/rules/university-rules.html>, also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure (AP&T document).

Other responsibilities of the Chair, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below:

- To have general administrative responsibility for Department programs, subject to the approval of the dean of the college, and to conduct the business of the Department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

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- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both university and Department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their Department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 (<http://trustees.osu.edu/rules/university-rules.html>) and this Department's Appointments, Promotion and Tenure Document.
- 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.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To assign research, office, and administrative space in accordance with College of Medicine and Departmental policy, with the aim of facilitating high-quality research.

Day-to-day responsibility for specific matters may be delegated to others, but the Chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

Operational efficiency requires that the Chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The Chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the Chair will explain to the faculty the reasons for the departure, ideally before action is taken.

The Chair may appoint a Vice Chair to assist with administrative and decision-making duties and recruitment and to serve as acting Chair when the Chair is unavailable. This is an administrative appointment (with release time not to exceed 10% of base salary). The Vice Chair is appointed for a three year term by the Chair.

### **B Committees**

Much of the development and implementation of the Department's policies and programs is carried out by standing and ad hoc committees. The Chair is an ex officio member of all Department committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Appointments, Promotion and Tenure Committee.

#### **Appointments, Promotion and Tenure Committee**

Goal: This committee is responsible for managing matters pertaining to the promotion and tenure of faculty members. The Chair may ask for committee input in any other matter deemed appropriate such as evaluation of faculty for appointment to Emeritus status.

Structure: The committee shall be composed of all eligible faculty whose tenure resides in the Department. For each review, eligible faculty are those with a higher rank than the individual under

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consideration. A Committee Chair and a Procedures Oversight Designee will be appointed by the Department Chair for two-year terms.

Duties: The duties of the Appointments, Promotion and Tenure Committee include:

- Review all Assistant Professors on an annual basis and all Associate Professors on a biannual basis and provide a written review of faculty accomplishments to the Chair for inclusion in the merit review process. This letter becomes a part of the permanent file and dossier of the faculty member.
- Review and prepare a recommendation of dossier materials for promotion and tenure. Committee members are responsible for assisting the candidates in preparing their dossiers, providing input into external evaluators, and presenting the cases, pro and con, to the body of eligible faculty, whose vote will be forwarded to the Chair and College AP&T Committee.
- Coordinate peer reviews of teaching.
- Serve in a screening capacity for faculty who request a non-mandatory review to determine whether their accomplishments warrant such a review.
- Advise the Chair on new appointments (regular faculty and requests for auxiliary, adjunct, and courtesy appointments).

A complete description of this committee's responsibilities is located in the Department's Appointments, Promotion and Tenure Document.

### **Awards Committee**

Goal: This committee identifies award opportunities, determines Department nominees, and oversees the submission process for local, regional, national, and international awards.

Structure: Three faculty members will be appointed by the Chair for two-year terms on this committee. The Department Administrator will be a permanent member of this committee, serving as an administrative and informational resource to the committee.

Duties: The duties of the Awards Committee include:

- With the assistance of the Chair and Department Administrator, identify University, regional, national and international award programs for Department faculty, staff and trainees. The committee will identify nominees and also request recommendations from faculty, staff and trainees.
- Stay informed of research, teaching, and service accomplishments of faculty, staff, trainees, and students via the media sources employed by the Department PR Communication Plan.
- Prepare nomination materials.
- Publicize award recipients using the Department PR Communication Plan.

### **Departmental Grant Review Program**

Goal: This program provides efficient, yet critical and effective intramural review of grant proposals so they become more competitive for funding. The program is designed to make recommendations concerning the scientific and technical merit of the grant proposal.

Structure: Two faculty members will be appointed by the Chair for two-year terms to serve as Program Directors for this program.

Duties: Director(s) will meet with the principal investigator (PI) several months before a submission deadline to discuss the preliminary data and research plan, and determine members of review committee for that proposal. The committee will agree on the strength of the specific aims page and the outline of the proposal while assessing the likelihood for the project to exert a sustained, powerful influence in the research field. Committee will meet again several weeks before the submission deadline. The committee will review the revised/updated grant proposal and provide additional resources to improve the submission while editing for grammar.

### **Education and Curriculum Committee**

Goal: This committee provides advice and information to the Chair and the Department on issues related to graduate, medical, and undergraduate education. Decisions on the implementation of new courses or

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discontinuance of current offerings, methods of teaching evaluation, and Departmental interactions with graduate programs, undergraduate programs, and medical education programs are discussed here prior to full faculty votes (as applicable).

Structure: Three faculty members [including the IBGP Graduate Studies Committee representative(s)] and one trainee will be appointed by the Chair for two-year terms on this committee.

Duties: The duties of the Education and Curriculum Committee include:

- Review courses currently offered.
- Determine need for addition or removal of courses and escalate to full faculty vote.
- Facilitate the coordination of the curriculum for IBGP graduate program.
- Monitor and coordinate the changes as a result of switching from quarter to semester system.
- Review feedback from students and instructors

### **Executive and Finance Committee**

Goal: This committee meets periodically for updates on major department, college or university initiatives, and to review departmental finances.

Structure: This committee is composed of two faculty who will be appointed by the Chair for two-year terms, as well as the Department Chair, Vice-Chair, and Department Administrator.

Duties: The committee advises the Chair on all matters, including new initiatives, major equipment requests, strategic planning, and other major expenditures.

### **Professional Development and Mentoring Committee**

Goal: This committee promotes a supportive work environment by providing recommendations that improve the wellness and enhance the work-life balance for faculty, staff, and students; with the end goal of increasing the morale of the Department. This includes providing career support and development, promoting health related activities, and planning team building activities and social events.

Structure: Three faculty members and one trainee will be appointed by the Chair for two-year terms on this committee. The Department Administrator will be a permanent member of this committee, serving as an administrative and informational resource to the committee. Ad-hoc committees will be formed for specific events and will include representation from students, staff, or laboratory personnel.

Duties: The duties of the Professional Development and Mentoring Committee include:

- **Wellness:** The committee will serve as a forum for faculty, staff, and students to voice concerns or provide ideas on work-life balance and provide feedback on these issues to the Department. The committee members will actively encourage members of the Department to share work-life conflicts and identify or provide support. The committee will also promote health related activities (e.g. YP4H, Department sporting events).
- **Mentoring:** The goal is for every faculty member to have an identified mentor. On an individual basis, the committee will facilitate and monitor the mentoring process. The committee will also organize and promote career development resources including workshops and printed/online material.
- **Team building:** The committee will review and organize social activities (e.g. picnic, holiday party, and faculty social activities) including friendly competitions between labs and community outreach.

### **Seminar Committee**

Goal: This committee plans and coordinates the Department seminars that align with the mission and goals of the Department and encourage collaboration.

Structure: Two faculty members will be appointed by the Chair for two-year terms on this committee. The Department Administrator will be a permanent member of this committee, serving as an administrative and informational resource to the committee. Ad-hoc committees will be formed for specific seminar series and will include representation from students, staff, or laboratory personnel.

Duties: The committee will provide guidance on the structure and format of each seminar series and the training level of speakers involved. Duties include soliciting for seminar speakers internally and

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externally, and overseeing the setup and implementation of the events. Seminars include: CMIB (HPSS)/MI&I (MISS) joint seminar series, Faculty Chalk Talk, Faculty and Trainee Seminar Series, and speakers associated with course offerings. The committee will also work with external units to encourage joint seminars (as applicable) and look for ways to co-sponsor events when appropriate.

### **COM Faculty Council**

One faculty member and one alternate faculty member will be elected by the faculty members of the Department to serve a three year term. The representative reports to the faculty at regular departmental faculty meetings.

### **Integrated Biomedical Science Graduate Program (IBGP) Graduate Studies Committee**

Two faculty members will be appointed by the Chair for a three year term on this committee.

### **Other Committees**

Other committees may be formed by the Chair on an ad hoc basis. Examples include the faculty search committees associated with each new hire, special circumstances regarding space assignments or a grievance committee.

## **VIII 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 semester and normally will provide for monthly meetings. A call for agenda items and 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 e-mail within seven days of the next scheduled 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. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given one week to respond.

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.

### **X Policy on Faculty Duties and Responsibilities**

The Office of Academic Affairs requires Departments to have a policy on faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](http://oaa.osu.edu/handbook.html), Volume 1, Chapter 2, Section 1.4.5, <http://oaa.osu.edu/handbook.html>). The information provided below supplements these guidelines.

During on-duty periods, faculty members are expected to be available for interaction with students, service responsibilities and other responsibilities even if they have no formal course assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Faculty Professional Leave or other approved leaves (see section XIII).

The following site gives the University's overall policy on teaching workload: <http://oaa.osu.edu/handbook.html>, Volume 1, Chapter 2, Sections 1.4.5.1 and 1.4.7. The Department of Microbial Infection and Immunity, in the College of Medicine, has teaching responsibilities in graduate and professional education, as well as undergraduate courses. However, there are no departmental-based degree programs.

The mission of the department involves instructional, scholarly, and service activities. Faculty members are expected to participate in all three endeavors. Given the individual circumstances of our faculty, the proportion of time devoted to each of these areas will vary. It is the responsibility of the Chair, in consultation with each faculty member, to assign individual workloads to assure that the mission of the department is fulfilled. This process will take place as a part of the annual faculty review meeting.

**Instructional activity** in the Department includes undergraduate, graduate, professional (medical), post-graduate professional (post-MD), and post-doctoral (post-PhD) student education. Courses taught by the faculty include: 1) individual instruction (e.g. student advising, guiding student research, individual study); and 2) formal lecture and laboratory courses. These courses are taught by either individual instructors or by a faculty team. Instructional activities also include creating, developing, and revising instructional materials.

**Scholarly activity** includes producing publications (e.g. articles in peer-reviewed journals, books, monographs, electronic media), grant applications, carrying out work supported by funded grants, presenting at professional meetings and/or symposia, selection as editor or reviewer for peer-reviewed journals and books, or for external grant review, and selection into honor societies. Faculty members are expected to be involved in sponsored research as a principal or a co-investigator and to publish annually in peer-reviewed journals.

**Service activity** includes administrative work (e.g. for Department, College, University), service to the profession (e.g. reviewing grants and manuscripts, serving as an officer for a professional organization) and service to the community (e.g. local, state, national or international). Service activity also includes heading teaching units and directing shared research facilities. Faculty members are expected to participate in both Department and College governance.

Deviation from the average workload in any one of these three activities (instructional, scholarly, and service) shall be balanced through appropriate adjustments in the other areas. Examples: Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be

assigned an enhanced teaching status that includes an increased teaching assignment. Similarly, faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment. These adjustments will be made by the Chair in consultation with the individual faculty. Fluctuations in demands and resources in the Department and the individual circumstances of faculty members may warrant temporary deviations of assigned workloads.

### **Reports from Faculty Members**

It is the responsibility of each faculty member to provide current materials for review. These will include an annual activity report focusing on research, teaching, and service, and an updated curriculum vita. These materials will become part of the faculty member's personnel file.

### **A Special Assignments**

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). The information provided below supplements these policies.

Untenured faculty will normally be provided an SA for research during their probationary period. Reasonable efforts will be made to award SA opportunities to all productive faculty members on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the Department or university, and the need to assure that sufficient faculty are always present to carry out Department work. At the discretion of the Chair, the Department's AP&T Committee will evaluate SA proposals and make recommendations. The Chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the Department or university and to the faculty member as well as the ability of the Department to accommodate the SA at the time requested.

### **XI 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 and productivity and grouping staff functions to maximize efficiency.

The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.

### **XII Appointments to Sponsored Projects**

The College of Medicine requires that faculty members include a request for salary funds in all grant proposals to agencies that accept charges for salary as an allowable cost. The percent of salary requested should accurately reflect effort on a research project. The average expectation for salary recovery for full-

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time faculty in the Department is based on each individual faculty's letter of offer. Effective July 1, 2005, salaries from grants are to be used to provide direct salary appointments for all faculty.

Direct salary appointments will serve to supplement faculty salary dollars obtained from central funds. When direct salary appointments exceed the dollars needed to pay for all faculty guaranteed salaries, the central budget allocation dollars freed up by direct appointments will be transferred into a departmental fund that will be used to provide salary support, research support and incentives for faculty, including interim support for research programs between grants. Faculty members that provide sustained direct salary appointments of more than 50% of their full salary may be eligible for incentives depending on the availability of funds and in consultation with the College of Medicine. Faculty members may request funds from the Department (for research, teaching, travel, or other needs) with awards to be made by the Chair. This salary recovery policy applies to all TIU faculty with an appointment of 50% or more in the department.

### **XIII 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, [www.hr.osu.edu/policy/policyhome.htm](http://www.hr.osu.edu/policy/policyhome.htm). The information provided below supplements these policies.

#### **A Discretionary Absence**

Faculty are expected to complete a travel request or an Application for Leave form well in advance of a planned absence to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence longer than 10 continuous business days (See Faculty Rule 3335-5-08).

#### **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).

#### **C Unpaid Leaves of Absence**

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45, [www.hr.osu.edu/policy/index.aspx](http://www.hr.osu.edu/policy/index.aspx).

#### **D Faculty Professional Leave**

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves (<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleaves.pdf>).

The Department's AP&T Committee will review all requests for faculty professional leave and make a recommendation to the Department Chair. 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.

### **XIV Supplemental Compensation and Paid External Consulting**

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>). The information provided below supplements these policies.

This Department adheres to these policies in every respect. In particular, this 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 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 supplementally 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.

### **XV Financial Conflicts of Interest**

Information on faculty supplemental compensation is presented in the university's Policy on Faculty Financial Conflict of Interest (<http://oaa.osu.edu/assets/files/documents/financialconflictinterest.pdf>). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

### **XVI 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 (including the development of a grievance committee as needed) or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances

### **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/)).

### **B Faculty Misconduct**

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <http://trustees.osu.edu/rules/university-rules.html>.

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

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

### **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).

### **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 <http://senate.osu.edu/committees/COAM/COAM.html>).

### **F Code of Student Conduct**

In accordance with the Code of Student Conduct (<http://trustees.osu.edu/rules/code-of-student-contact.html>), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.