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**Pattern of Administration
for
The Ohio State University
Department/College of XXX**

Approved by the Faculty: aa/aa/aaaa; bb/bb/bbbb; cc/cc/cccc; etc.

Last approved by the Faculty: dd/dd/dddd

Approved by the Office of Academic Affairs: ee/ee/eeee

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Sample POA

Pattern of Administration

Department of XXX

I Introduction

This document provides a brief description of the Department of XXX as well as a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](#), and other policies and procedures of the university to which the 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

Include department mission statement.

Wording here must be the same as in the Appointments, Promotion, and Tenure Document.

III Academic Rights and Responsibilities

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

IV Faculty

Only include information on clinical and research faculty if approved for unit.

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department includes tenure-track, clinical, and research faculty with compensated FTEs of at least XX% in the department, and associated faculty.

The Department of XXX makes clinical appointments. Clinical faculty titles are assistant professor of clinical XXX, associate professor of clinical XXX, and professor of clinical XXX. The appointment cap on clinical faculty in relation to the total of tenure-track, clinical and research faculty is established in the [college pattern of administration](#). *[If the department has elected to have its own cap, insert here]* On DATE, the department faculty voted to extend governance rights to clinical faculty. Clinical faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions.

*The College of Arts and Sciences and the professional colleges have a 20% cap.
Colleges within the Health Sciences have a 40% cap.*

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Clinical departments within the College of Medicine have no cap on clinical faculty.

The Department of XXX makes research appointments. Research faculty titles are research assistant professor of XXX, research associate professor of XXX, and research professor of XXX. Research faculty can comprise no more than 20% of the tenure-track faculty. On DATE, the department faculty voted to extend governance rights to research faculty. Research faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and clinical appointment and promotion decisions.

On DATE, the department faculty voted to extend department governance rights to associated faculty. Associated faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and clinical and research appointment and promotion decisions.

Emeritus faculty in this department are invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

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 Document](#).

A Distinguished Professor (colleges only)

Distinguished faculty members within the College of YYY may be awarded the title YYY Distinguished Professor in recognition of excellence in teaching, scholarship, and service.

Include additional details about award (e.g. monetary award, public lecture).

Criteria for consideration of this honorific include:

- Rank of professor
- A minimum of five years service in the college
- Excellence in teaching, scholarship, and service

The dean will solicit nominations annually from department chairs who may each submit one nomination.

Include description of nomination materials.

The dean will appoint a five member selection committee from among current YYY Distinguished Professors who will recommend up to three recipients. The honorific is limited to 20% of the full professors within the college.

Include description of selection process.

V Organization of Department Services and Staff

Include description of department offices, staff, and their functions.

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](#). This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

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.
- 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, after consultation with the tenured faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of

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1 the department faculty to the dean of the college, in accordance with procedures set forth
2 in Faculty Rule [3335-6](#) and this department's Appointments, Promotion and Tenure
3 Document.

- 4
- 5 • To see that all faculty members, regardless of their assigned location, are offered the
6 departmental privileges and responsibilities appropriate to their rank; and in general to
7 lead in maintaining a high level of morale.
- 8
- 9 • To see that adequate supervision and training are given to those members of the faculty
10 and staff who may profit by such assistance.
- 11
- 12 • To prepare, after consultation with the faculty, annual budget recommendations for the
13 consideration of the dean of the college.
- 14

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

18
19 Operational efficiency requires that the chair exercise a degree of autonomy in establishing and
20 managing administrative processes. The articulation and achievement of department academic
21 goals, however, is most successful when all faculty members participate in discussing and
22 deciding matters of importance. The chair will therefore consult with the faculty on all
23 educational and academic policy issues and will respect the principle of majority rule. When a
24 departure from majority rule is judged to be necessary, the chair will explain to the faculty the
25 reasons for the departure, ideally before action is taken.

26 27 **B Other Administrators**

28
29 *At a minimum include information on other academic administrators including vice, associate,
30 and assistant chairs; graduate studies and undergraduate studies chairs; etc.*

31
32 *It is also beneficial to include A&P staff positions,
33 especially those that directly support the department's academic mission.*

34 35 **C Committees**

36
37 Much of the development and implementation of the department's policies and programs is
38 carried out by standing and ad hoc committees. The chair is an ex officio member of all
39 department committees and may vote as a member on all committees except the Committee of
40 Eligible Faculty and the Promotion and Tenure Committee.

41
42 *Describe the department's committee structure.*

43 *Include number of members, how they are selected, length of term, how chair is selected.*

44 *If students are permitted on committees, also include how they are selected and whether or not
45 they may vote. There is nothing that prohibits students from voting on department committees,
46 though it is good practice to exclude students from sessions that involve student confidentiality.*

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College Investigations Committee (colleges only)

In accordance with Faculty Rule [3335-5-04](#), the College of XXX shall have a College Investigations Committee. The College Investigations Committee is composed of seven tenured faculty members appointed to two-year staggered terms. The senior associate dean serves as non-voting chair of the College Investigations Committee.

The College Investigations Committee follows the investigations process established in Faculty Rule [3335-5-04](#).

College Salary Appeals Committee (colleges only)

In accordance with Office of Academic Affairs requirements, the College of XXX shall have a College Salary Appeals Committee. The College Salary Appeals Committee is an ad-hoc committee composed of the faculty members of the College Executive Committee, excluding the associate deans, plus two full professors from departments other than that of the appellant. The department chair whose salary decision is being appealed does not serve on the committee. The committee elects its own chair when the committee is convened to hear an appeal.

The College Salary Appeals Committee follows the appeals process established in the Office of Academic Affairs [Policies and Procedures Handbook](#).

The two committee college committee descriptions represent possible configurations for these required college committees.

C Centers (colleges only)

Establishment of College Centers

College centers will have some mix, with variable emphases, of research/scholarship, instruction, service, clinical, or outreach missions; and should draw upon faculty from more than one department.

Faculty members wishing to establish a college center should first consult with their department chairs. With their department chairs' support, the faculty members should create proposal to the dean addressing the following:

- 1) Mission: Explain the mission of the center and how it is aligned with the college's strategic plan, including:
 - a. The missions of the college (research, teaching, service, or outreach) most relevant to the center.
 - b. The interdisciplinary nature of the center.
 - c. The goals of the center that cannot be met within existing academic units.
- 2) Faculty: Describe the level of faculty interest and commitment to the center, including:
 - a. The criteria for selecting the center's faculty membership.

- 1 b. A list of faculty expressing interest in associating with the center and
- 2 accompanying documentation that their chairs/directors support such
- 3 involvement.
- 4 c. The extent to which staff and students will be involved and supported.
- 5 3) Administration: Describe the administrative structure and responsibilities of the director
- 6 and oversight committee, including:
- 7 a. The name of the director or interim director of the center.
- 8 b. The proposed responsibilities of the director.
- 9 c. The function(s) and composition of the oversight committee. Center oversight
- 10 committees within the College of XXX must have a majority faculty membership.
- 11 d. The main components of a pattern of administration for the center (to be formally
- 12 completed and approved by the dean within a year of center establishment).
- 13 4) Budget/Funding: Specify budget and funding sources for the center, including:
- 14 a. The expected budget for the first year of operation.
- 15 b. Funding sources and one-time and recurring costs.
- 16 c. Existing or new equipment, space and facilities needed to establish the center.
- 17 d. The sustainability of the center, including possibilities for external funding and
- 18 details of related funding proposal submissions.
- 19 5) Evaluative Criteria and Benchmarks: Propose and define specific criteria and benchmarks
- 20 against which the center will be measured.
- 21 6) Supporting Materials: Solicit and include letters of support from relevant department
- 22 chairs and school directors within the college, interested parties outside the college, and
- 23 entities with similar emphases at other universities.
- 24

25 A college academic center shall be administered by a director who shall be appointed by and
26 report to the dean for a four-year term. The director is eligible for reappointment after
27 undergoing formal reappointment review conducted in the fourth year of the director's term by
28 the faculty members of the center oversight committee. The recommendation of the review
29 committee is advisory to the dean.

30 31 **Review of College Centers**

32
33 College centers will be reviewed two years after initial establishment and at four-year intervals
34 thereafter. The College Executive Committee will conduct the review using the following
35 information.

- 36
- 37 1) Mission.
- 38 a. Original mission statement.
- 39 b. Proposal establishing the center.
- 40 c. Annual reports.
- 41 d. Description or list of all center activities, events, and initiatives that have
- 42 contributed to fulfilling the mission and objectives of the center. If current
- 43 activities differ from those originally envisaged or articulated in the mission
- 44 statement, explain this evolution.
- 45 2) Faculty and Student Involvement and Contribution.
- 46 a. List of current faculty and graduate student affiliates or associates.

- 1 b. List of past faculty and graduate student affiliates or associates.
- 2 c. List of all faculty publications, lectures, grants, or other activities related to their
- 3 work with the center, focusing on those that contribute most centrally to the
- 4 mission of the center.
- 5 d. List of all student publications, lectures, grants, or other activities related to their
- 6 work with the center.
- 7 3) Administrative Structure and Responsibilities.
- 8 a. Description of administrative structure.
- 9 i. Responsibilities and activities of all administrative staff, indicating their
- 10 contributions to the mission of the center and its objectives.
- 11 ii. Indicate the contributions made by the oversight committee to the mission
- 12 of the center and its objectives.
- 13 b. Pattern of administration.
- 14 4) Budget.
- 15 a. Current budget.
- 16 b. Projected budget for next four years.
- 17 c. Past budgets since last review.
- 18 d. Description of the budgetary context for the center, outlining specific information
- 19 regarding those expenses charged to the university's general funds. Externally
- 20 generated funds produced by the center should be itemized and linked to the
- 21 functions and services articulated in the mission statement.
- 22 5) Evaluative Criteria and Benchmarks.
- 23 a. List of evaluative criteria and benchmarks articulated in the original center
- 24 proposal, identifying and describing the degree to which the center has met (or
- 25 failed to meet) its stated evaluative criteria and benchmarks.
- 26 b. Identify and justify any new evaluative measures and describe the degree to which
- 27 the center has met these criteria or benchmarks.
- 28 c. Provide any specific narrative information or data as appropriate, and attach as
- 29 appendices any documentation (letters of recommendation, awards, news
- 30 releases) that demonstrate how the center has met its criteria or benchmarks.

31
32 After discussing these materials with the center director and the oversight committee, the College
33 Executive Committee will make an advisory recommendation to continue or discontinue the
34 center.

35 36 **VIII Faculty Meetings**

37
38 The chair will provide to the faculty a schedule of department faculty meetings at the beginning
39 of each academic term. The schedule will provide for at least one meeting per semester and
40 normally will provide for monthly meetings. A call for agenda items and completed agenda will
41 be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to
42 call for agenda items at least seven days before the meeting, and to distribute the agenda by e-
43 mail at least three business days before the meeting. A meeting of the department faculty will
44 also be scheduled on written request of 25% of the department faculty. The chair will make
45 reasonable efforts to have the meeting take place within one week of receipt of the request. The
46 chair will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the

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1 meeting if possible. These minutes may be amended at the next faculty meeting by a simple
2 majority vote of the faculty who were present at the meeting covered by the minutes.

3
4 Special policies pertain to voting on personnel matters, and these are set forth in the department's
5 Appointments, Promotion and Tenure Document.

6
7 For purposes of discussing department business other than personnel matters, and for making
8 decisions where consensus is possible and a reasonable basis for action, a quorum will be defined
9 as a simple majority of all faculty members eligible to vote.

10
11 Either the chair or one-third of all faculty members eligible to vote may determine that a formal
12 vote conducted by written ballot is necessary on matters of special importance. For purposes of a
13 formal vote, a matter will be considered decided when a particular position is supported by at
14 least a majority of all faculty members eligible to vote. Balloting will be conducted by mail or e-
15 mail when necessary to assure maximum participation in voting. When conducting a ballot by
16 mail or email, faculty members will be given one week to respond.

17
18 When a matter must be decided and a simple majority of all faculty members eligible to vote
19 cannot be achieved on behalf of any position, the chair will necessarily make the final decision.

20
21 The department accepts the fundamental importance of full and free discussion but also
22 recognizes that such discussion can only be achieved in an atmosphere of mutual respect and
23 civility. Normally department meetings will be conducted with no more formality than is needed
24 to attain the goals of full and free discussion and the orderly conduct of business. However,
25 Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

26 27 **IX Distribution of Faculty Duties and Responsibilities**

28
29 The Office of Academic Affairs requires departments to have guidelines on the distribution of
30 faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](#), Volume 1,
31 Chapter 2, Section 1.4.5).

32
33 During on-duty periods, faculty members are expected to be available for interaction with
34 students, research, and departmental meetings and events even if they have no formal course
35 assignment. *[Insert department policies regarding holding office hours.]* On-duty faculty
36 members should not be away from campus for extended periods of time unless on an approved
37 leave (see section XII) or on approved travel.

38
39 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the
40 demands and resources of the department and the individual circumstances of faculty members
41 may warrant temporary deviations from these guidelines. Assignments and expectations for the
42 upcoming year are addressed as part of the annual review by the department chair.

43
44 A full-time faculty member's primary professional commitment is to Ohio State University and
45 the guidelines below are based on that commitment. Faculty who have professional
46 commitments outside of Ohio State during on-duty periods (including teaching at another

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1 institution; conducting research for an entity outside of Ohio State; external consulting) must
2 disclose and discuss these with the chair in order to ensure that no conflict of commitment exists.
3 Information on faculty conflicts of commitment is presented in the OAA [Policy on Faculty](#)
4 [Conflict of Commitment](#).

5
6 *The numbers and other specifics used in sections A – D are examples only; specific numbers*
7 *provided by individual units must be compatible with the appropriate benchmarks in peer*
8 *institutions.*

10 **A Tenure-track Faculty**

11
12 Tenure-track faculty members are expected to contribute to the university’s mission via teaching,
13 scholarship, and service. When a faculty member’s contributions decrease in one of these three
14 areas, additional activity in one or both of the other areas is expected.

16 **Teaching**

17
18 All tenure-track faculty are expected to contribute to the department’s teaching, including large
19 enrollment and specialized courses in both the undergraduate and graduate curriculums. The
20 standard teaching assignment for full-time tenure-track faculty members is four courses per
21 academic year. Faculty members are also expected to advise undergraduate and graduate
22 students and supervise independent studies and thesis and dissertation work.

23
24 Adjustments to the standard teaching assignment may be made to account for teaching a new
25 class, the size of the class, whether the class is taught on-line or team-taught, and other factors
26 that may affect the preparation time involved in teaching the course.

27
28 The standard teaching assignment may vary for individual faculty members based on their
29 research and/or service activity. Faculty members who are especially active in research can be
30 assigned an enhanced research status that includes a reduced teaching assignment. Likewise,
31 faculty members who are relatively inactive in research can be assigned an enhanced teaching
32 status that includes an increased teaching assignment. Faculty members who are engaged in
33 extraordinary service activities (to the department, college, university, and in special
34 circumstances professional organizations within the discipline) can be assigned an enhanced
35 service assignment that includes a reduced teaching assignment.

36
37 The chair is responsible for making teaching assignments on an annual basis, and may decline to
38 approve requests for adjustments when approval of such requests is not judged to be in the best
39 interests of the department. All faculty members must do some formal instruction and advising
40 over the course of the academic year.

41
42 *Include department specific guidelines for determining*
43 *increases or decreases to teaching assignment.*

45 **Scholarship**

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1 All tenure-track faculty members are expected to be engaged in scholarship as defined in the
2 department's [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a
3 faculty member who is actively engaged in scholarship will be expected to publish regularly in
4 high quality peer-reviewed journals as well as in other appropriate venues, such as edited book
5 chapters of similar quality and length as articles. Faculty engaged in basic or applied research are
6 expected to attract extramural funding that supports at least 15% AY release time and that
7 supports at least two graduate students per year. Faculty members are also expected to seek
8 appropriate opportunities to obtain patents and engage in other commercial activities stemming
9 from their research.

10
11 *Include department specific guidelines for determining increases or decreases*
12 *to research assignment. This might include a numerical range for expected publication*
13 *activity or list other activities that are part of the department's research agenda,*
14 *such as evidence of work in progress on book manuscripts or presentations or*
15 *posters at national or international conferences.*

16 **Service**

17
18 Faculty members are expected to be engaged in service and outreach to the department,
19 university, profession and community. Typically this will include service on two committees
20 within the department and one outside of the department. This pattern can be adjusted depending
21 on the nature of the assignment (e.g. service as committee chair, service on a particularly time-
22 intensive committee, organizing a professional conference, leadership in an educational outreach
23 activity, service in an administrative position within the department, college, or university).

24
25 All faculty members are expected to attend and participate in faculty meetings, recruitment
26 activities, and other department events.

27
28 *Include department specific guidelines for determining*
29 *increases or decreases to service assignment.*

30 31 **i Special Assignments**

32
33 Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special](#)
34 [Assignment Policy](#). The information provided below supplements these policies.

35
36 Untenured faculty will normally be provided an SA for research for one semester, during their
37 probationary period. Reasonable efforts will be made to award SA opportunities to all other
38 faculty members subject to the quality of faculty proposals, including their potential benefit to
39 the department or university, and the need to assure that sufficient faculty are always present to
40 carry out department work. The department's committee on *[insert appropriate peer group here]*
41 will evaluate all SA proposals and make recommendations to the chair. The chair's
42 recommendation to the dean regarding an SA proposal will be based on the quality of the
43 proposal and its potential benefit to the department or university and to the faculty member as
44 well as the ability of the department to accommodate the SA at the time requested.

45 46 **B Clinical Faculty**

Sample document only, revised 07/19/17. See OAA [Policies and Procedures Handbook](#) for guidelines/instructions.

1
2 Clinical faculty members are expected to contribute to the university's mission via teaching and
3 service, and to a lesser extent scholarship. Service expectations are similar to those for the
4 tenure-track.

5
6 All clinical faculty are expected to contribute to the department's teaching in courses or
7 instructional situations involving live patients or live clients, courses or instructional situations
8 involving the simulation of live patients or live clients, or courses or instructional situations
9 involving professional skills. The standard teaching assignment for full-time clinical faculty
10 members is seven courses per academic year.

11 12 **C Research Faculty**

13
14 Research faculty members are expected to contribute to the university's mission via research.

15
16 In accord with Faculty Rule [3335-7-34](#),

17
18 *a research faculty member may, but is not required to, participate in limited educational*
19 *activities in the area of his or her expertise. However, teaching opportunities for each*
20 *research track faculty member must be approved by a majority vote of the TIU's tenure-*
21 *track faculty. Under no circumstances may a member of the research faculty be*
22 *continuously engaged over an extended period of time in the same instructional activities*
23 *as tenure-track faculty.*

24
25 Research expectations are similar to those for the tenure-track, albeit proportionally greater since
26 100% of effort for research faculty members is devoted to research. Specific expectations are
27 spelled out in the letter of offer.

28 29 **i Clinical and Research Faculty Appointment Cap and Governance Rights**

30
31 In accordance with Rules of the University Faculty ([Faculty Rule 3335-7-03](#)), clinical faculty can
32 comprise no more than 20% of the combined tenure-track, clinical and research faculty
33 membership. Clinical faculty may vote in all matters of college governance except tenure-track
34 and research appointment, promotion and tenure decisions. TIUs that appoint clinical faculty
35 determine the level of participation within TIU governance and administrative structures in
36 accordance with the Rules of the University Faculty ([Faculty Rule 3335-7-11](#)). Any clinical
37 faculty member appointed by the college unit may stand for election to serve as a representative
38 in the University Senate subject to representation restrictions noted in the University Faculty
39 Rules ([Faculty Rule 3335-7-11\(C\)\(2\)](#)).

40 41 **D Associated Faculty**

42
43 Compensated associated faculty members are expected to contribute to the university's mission
44 via teaching or research depending on the terms of their individual appointments.

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1 Faculty members with tenure-track titles and appointments <50% FTE will have reduced
2 expectations based on their appointment level.

3
4 Expectations for compensated visiting faculty members will be based on the terms of their
5 appointment and are comparable to that of tenure-track faculty members except that service is
6 not required.

7
8 The standard teaching assignment for full-time lecturers is eight courses per academic year.
9

10 11 **i Guidelines for Determining FTE Exceptions to Faculty Appointments Policy** 12 **(colleges only)**

13
14 The College of XX recognizes that lecturers are professionals committed to educating Ohio State
15 students. Lecturers provide a valuable service to their units and must be compensated and treated
16 fairly.

17
18 There are instances where the workload associated with a course is greater (or less) than the
19 university-wide ratio of one (1) 3-credit course to 0.25 FTE. In such cases, the unit should
20 request approval for an FTE adjustment.

21
22 At other times there may be unique circumstances surrounding the specific instance the course is
23 offered that increase the workload. In these cases, the unit should request approval for additional
24 compensation for the lecturer teaching the course.

25
26 In all cases, units must provide evidence to justify requests to increase or decrease the credit-
27 hour to FTE equivalency beyond the university-wide ratio of one (1) 3-credit course to 0.25 FTE.
28 Every five (5) years, units will reassess and report to the college whether or not any changes are
29 warranted.

30 31 **Activities that may warrant additional compensation include the following:**

- 32
- 33 • Lecturer assigned a course for the first time.
- 34 • Lecturer requested to simultaneously significantly revise and teach a course
- 35 • Lecturer requested to teach a class that is larger than usual
- 36

37 **Circumstances that may warrant adjusting FTE**

- 38
- 39 • Three hour-credit courses that exceed an average of two (2) additional hours/week, the
40 FTE will be determined by assessing the average hours/week required for the course.
- 41
- 42 • 3-credit courses where the lecturer provides the lecture and GTAs provide the recitation
- 43
- 44 • 4-credit courses where the lecturer provides the lecture and GTAs provide the lab
45 supervision and grading
- 46

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- 1 • Courses involving individual instruction
- 2
- 3 • Advising, curriculum development, internship oversight may replace course teaching.
- 4
- 5 • Online course development
- 6
- 7 • Large enrollment courses
- 8

9 Note these lists are not exhaustive, only to serve as examples.
10

11 **E Parental Modification of Duties**

12 The Department of XXX strives to be a family-friendly unit in its efforts to recruit and retain
13 high quality faculty members. To this end, the department is committed to adhering to the
14 College of YYY's guidelines on parental modification of duties to provide its faculty members
15 flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the
16 [college pattern of administration](#) for details.
17

18 The faculty member requesting the modification of duties for childbirth/adoption and the
19 department chair should be creative and flexible in developing a solution that is fair to both the
20 individual and the unit while addressing the needs of the university. Expectations must be spelled
21 out in an MOU that is approved by the dean.
22

23 *For college document: Options include reassigning the off-duty period;*
24 *deferring teaching obligations to another semester; utilizing a 7-week teaching schedule;*
25 *redistributing expectations among teaching, research, and/or service; team teaching.*
26
27

28 **X Course Offerings and Teaching Schedule**

29 The department chair will annually develop a schedule of course offerings and teaching
30 schedules in consultation with the faculty, both collectively and individually. While every effort
31 will be made to accommodate the individual preferences of faculty, the department's first
32 obligation is to offer the courses needed by students at times and in formats, including on-line
33 instruction, most likely to meet student needs. To assure classroom availability, reasonable
34 efforts must be made to distribute course offerings across the day and week. To meet student
35 needs, reasonable efforts must be made to assure that course offerings match student demand and
36 that timing conflicts with other courses students are known to take in tandem are avoided. A
37 scheduled course that does not attract the minimum number of students required by Faculty Rule
38 [3335-8-17](#) will normally be cancelled and the faculty member scheduled to teach that course will
39 be assigned to another course for that or a subsequent semester. Finally, to the extent possible,
40 courses required in any curriculum or courses with routinely high demand will be taught by at
41 least two faculty members across semesters of offering to assure that instructional expertise is
42 always available for such courses.
43
44

45 **XI Allocation of Department Resources**

46

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1
2 The chair is responsible for the fiscal and academic health of the department and for assuring that
3 all resources—fiscal, human, and physical—are allocated in a manner that will optimize
4 achievement of department goals.

5
6 The chair will discuss the department budget at least annually with the faculty and attempt to
7 achieve consensus regarding the use of funds across general categories. However, final decisions
8 on budgetary matters rest with the chair.

9
10 Research space shall be allocated on the basis of research productivity, including external
11 funding, and will be reallocated periodically as these faculty-specific variables change.

12
13 The allocation of office space will include considerations such as achieving proximity of faculty
14 in subdisciplines and productivity and grouping staff functions to maximize efficiency.

15
16 The allocation of salary funds is discussed in the Appointments, Promotion and Tenure
17 Document.

18
19 *Include department guidelines on the allocation of travel funds.*

20 21 **XII Leaves and Absences**

22
23 The university's policies and procedures with respect to leaves and absences are set forth in the
24 Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources
25 [Policies and Forms website](#). The information provided below supplements these policies.

26
27 *Include department specific guidelines.*

28 29 **A Discretionary Absence**

30
31 Faculty are expected to complete a travel request or an [Application for Leave form](#) well in
32 advance of a planned absence (for attendance at a professional meeting or to engage in
33 consulting) to provide time for its consideration and approval and time to assure that
34 instructional and other commitments are covered. Discretionary absence from duty is not a right,
35 and the chair retains the authority to disapprove a proposed absence when it will interfere with
36 instructional or other comparable commitments. Such an occurrence is most likely when the
37 number of absences in a particular semester is substantial. [Rules of the University Faculty](#)
38 require that the Office of Academic Affairs approve any discretionary absence longer than 10
39 consecutive business days (see Faculty Rule [3335-5-08](#)) and must be requested on the
40 [Application for Leave form](#).

41 42 **B Absence for Medical Reasons**

43
44 When absences for medical reasons are anticipated, faculty members are expected to complete an
45 Application for Leave form as early as possible. When such absences are unexpected, the faculty
46 member, or someone speaking for the faculty member, should let the chair know promptly so

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1 that instructional and other commitments can be managed. Faculty members are always expected
2 to use sick leave for any absence covered by sick leave (personal illness, illness of family
3 members, medical appointments). Sick leave is a benefit to be used—not banked. For additional
4 details see OHR [Policy 6.27](#).

6 **C Unpaid Leaves of Absence**

7
8 The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of
9 absence are set forth in OHR [Policy 6.45](#). The information provided below supplements these
10 policies.

11
12 *Include department specific guidelines.*

14 **D Faculty Professional Leave**

15
16 Information on faculty professional leaves is presented in the OAA [Policy on Faculty](#)
17 [Professional Leave](#). The information provided below supplements these policies.

18
19 The department's committee on *[insert appropriate peer group here]* will review all requests for
20 faculty professional leave and make a recommendation to the department chair based on the
21 following criteria:

22
23 *Include department specific criteria for reviewing faculty professional leave requests.*

24
25 The chair's recommendation to the dean regarding an FPL proposal will be based on the quality
26 of the proposal and its potential benefit to the department and to the faculty member as well as
27 the ability of the department to accommodate the leave at the time requested.

28
29 *Include department specific guidelines.*

31 **XIII Supplemental Compensation and Paid External Consulting**

32
33 Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty](#)
34 [Compensation](#). Information on paid external consulting is presented in the university's [Policy on](#)
35 [Faculty Paid External Consulting](#). The information provided below supplements these policies.

36
37 This department adheres to these policies in every respect. In particular, this department expects
38 faculty members to carry out the duties associated with their primary appointment with the
39 university at a high level of competence before seeking other income-enhancing opportunities.
40 All activities providing supplemental compensation must be approved by the department chair
41 regardless of the source of compensation. External consulting must also be approved. Approval
42 will be contingent on the extent to which a faculty member is carrying out regular duties at an
43 acceptable level, the extent to which the extra income activity appears likely to interfere with
44 regular duties, and the academic value of the proposed consulting activity to the department. In
45 addition, it is university policy that faculty may not spend more than one business day per week
46 on supplementally compensated activities and external consulting combined.

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1
2 Faculty who fail to adhere to the university's policies on these matters, including seeking
3 approval for external consulting, will be subject to disciplinary action.

4
5 OAA also requires colleges and departments to determine a process for a faculty member to
6 request permission to use a textbook or other material that is authored by that faculty member
7 and the sale of which results in a royalty being paid to him or her.

8
9 *Include department specific guidelines.*

10 11 **XIV Financial Conflicts of Interest**

12
13 Information on faculty financial conflicts of interest is presented in the university's [Policy on](#)
14 [Faculty Financial Conflict of Interest](#). A conflict of interest exists if financial interests or other
15 opportunities for tangible personal benefit may exert a substantial and improper influence upon a
16 faculty member or administrator's professional judgment in exercising any university duty or
17 responsibility, including designing, conducting or reporting research.

18
19 Faculty members with external funding or otherwise required by university policy are required to
20 file conflict of interest screening forms annually and more often if prospective new activities
21 pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to
22 cooperate with university officials in the avoidance or management of potential conflicts will be
23 subject to disciplinary action.

24
25 In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment
26 that arise in relation to consulting or other work done for external entities. Further information
27 about conflicts of commitment is included in section IX above.

28 29 **XV Grievance Procedures**

30
31 Members of the department with grievances should discuss them with the chair who will review
32 the matter as appropriate and either seek resolution or explain why resolution is not possible.
33 Content below describes procedures for the review of specific types of complaints and
34 grievances

35 36 **A Salary Grievances**

37
38 A faculty or staff member who believes that his or her salary is inappropriately low should
39 discuss the matter with the chair. The faculty or staff member should provide documentation to
40 support the complaint.

41
42 Faculty members who are not satisfied with the outcome of the discussion with the chair and
43 wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of
44 Academic Affairs [Policies and Procedures Handbook](#)).

45

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1 Staff members who are not satisfied with the outcome of the discussion with the chair and wish
2 to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human
3 Resources.

4 5 **B Faculty Misconduct**

6
7 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth
8 in Faculty Rule [3335-5-04](#).

9 10 **C Faculty Promotion and Tenure Appeals**

11
12 Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).

13 14 **D Sexual Misconduct**

15
16 The university's policy and procedures related to sexual misconduct are set forth in OHR [Policy](#)
17 [1.15](#).

18 19 **E Student Complaints**

20
21 Normally student complaints about courses, grades, and related matters are brought to the
22 attention of individual faculty members. In receiving such complaints, faculty should treat
23 students with respect regardless of the apparent merit of the complaint and provide a considered
24 response. When students bring complaints about courses and instructors to the department chair,
25 the chair will first ascertain whether or not the students require confidentiality. If confidentiality
26 is not required, the chair will investigate the matter as fully and fairly as possible and provide a
27 response to both the students and any affected faculty. If confidentiality is required, the chair will
28 explain that it is not possible to fully investigate a complaint in such circumstances and will
29 advise the student(s) on options to pursue without prejudice as to whether the complaint is valid
30 or not.

31
32 Faculty complaints regarding students must always be handled strictly in accordance with
33 university rules and policies. Faculty should seek the advice and assistance of the chair and
34 others with appropriate knowledge of policies and procedures when problematic situations arise.
35 In particular, evidence of academic misconduct must be brought to the attention of the
36 [Committee on Academic Misconduct](#) (see also http://senate.osu.edu/?page_id=183).

37 38 **F Code of Student Conduct**

39
40 In accordance with the [Code of Student Conduct](#), faculty members will report any instances of
41 academic misconduct to the Committee on Academic Misconduct.

42 43 **G Professional Student Honor Code**

44
45 *For the health sciences colleges that have a student honor code:*
46 *Include the web reference for any professional student honor code that applies to your students.*

Sample document only, revised 07/19/17. See OAA [Policies and Procedures Handbook](#) for guidelines/instructions.

1
2 **Alphabetical List of Hyperlinks Appearing in Ohio State University**
3 **Patterns of Administration**
4 **and**
5 **Appointments, Promotion, and Tenure Documents**
6

7 **Academic Rights and Responsibilities Reaffirmation:**

8 <https://oaa.osu.edu/rightsandresponsibilities.html>

9 **Affirmative Action, Equal Employment Opportunity and Non-Discrimination/Harassment:**

10 <http://hr.osu.edu/policy/policy110.pdf>

11 **American Association of University Professors' Statement on Professional Ethics**

12 <http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>

13 **Application for Leave form:** <https://eleave.osu.edu>

14 **Code of Student Conduct:** <https://trustees.osu.edu/rules/code-of-student-conduct/>

15 **Committee on Academic Misconduct:** <https://oaa.osu.edu/coam.html> and

16 http://senate.osu.edu/?page_id=183

17 **Faculty Rule 3335-3 (administration):** [https://trustees.osu.edu/rules/university-rules/chapter-3335-3-](https://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html)
18 [administration.html](https://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html)

19 **Faculty Rule 3335-5 (governance):** [https://trustees.osu.edu/rules/university-rules/chapter-3335-5-](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html)
20 [faculty-governance-and-committees.html](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html)

21 **Faculty Rule 3335-6 (tenure-track faculty appointments):** [https://trustees.osu.edu/rules/university-](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html)
22 [rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html)
23 [promotion-and-tenure.html](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html)

24 **Faculty Rule 3335-7 (clinical and research faculty appointments):**

25 [https://trustees.osu.edu/rules/university-rules/chapter-3335-7-rules-of-the-university-faculty-concerning-](https://trustees.osu.edu/rules/university-rules/chapter-3335-7-rules-of-the-university-faculty-concerning-clinical-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html)
26 [clinical-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html](https://trustees.osu.edu/rules/university-rules/chapter-3335-7-rules-of-the-university-faculty-concerning-clinical-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html)

27 **Faculty Rule 3335-8 (instruction):** [https://trustees.osu.edu/rules/university-rules/chapter-3335-8-](https://trustees.osu.edu/rules/university-rules/chapter-3335-8-instruction.html)
28 [instruction.html](https://trustees.osu.edu/rules/university-rules/chapter-3335-8-instruction.html)

29 **Office of Academic Affairs Governance Documents Webpage:** <http://oaa.osu.edu/governance>

30 **Office of Academic Affairs *Policies and Procedures Handbook*:**

31 <http://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/full-handbook.pdf>

32 **Office of Human Resources Employee and Labor Relations:** <https://hr.osu.edu/services/elr/>

33 **Office of Human Resources Employment Services:** www.hr.osu.edu/

Sample document only, revised 07/19/17. See OAA [Policies and Procedures Handbook](#) for guidelines/instructions.

- 1 **Office of Human Resources Policies and Forms:** <https://hr.osu.edu/policies-forms>
- 2 **Policy 1.15 (sexual misconduct):** <https://hr.osu.edu/public/documents/policy/policy115.pdf>
- 3 **Policy 6.27 (paid leave):** <https://hr.osu.edu/public/documents/policy/policy627.pdf>
- 4 **Policy 6.45 (unpaid leave):** <https://hr.osu.edu/public/documents/policy/policy645.pdf>
- 5 **Policy on Equal Opportunity:** <https://hr.osu.edu/public/documents/policy/policy110.pdf>
- 6 **Policy on Faculty Annual Review:** <http://oaa.osu.edu/assets/files/documents/annualreview.pdf>
- 7 **Policy on Faculty Appointments:** <https://oaa.osu.edu/assets/files/documents/facultyappointments.pdf>
- 8 **Policy on Faculty Compensation:** <https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>
- 9 **Policy on Faculty Conflict of Commitment:**
- 10 <https://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>
- 11 **Policy on Faculty Financial Conflict of Interest:**
- 12 <https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Financial-Conflict-of-Interest.pdf>
- 13 **Policy on Faculty Paid External Consulting:**
- 14 <https://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>
- 15 **Policy on Faculty Professional Leave:**
- 16 <https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>
- 17 **Policy on Faculty Recruitment and Selection:**
- 18 http://oaa.osu.edu/sites/default/files/links_files/facultyrecruitment.pdf
- 19 **Policy on Special Assignment:** <https://oaa.osu.edu/assets/files/documents/specialassignment.pdf>
- 20 **Rules of the University Faculty:** <https://trustees.osu.edu/index.php?q=university/facultyrules>
- 21 **Sample Letter Requesting External Evaluation:**
- 22 <https://oaa.osu.edu/assets/files/documents/Letter201.pdf>
- 23 **University Center for the Advancement of Teaching:** www.ucat.osu.edu