

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

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## **ABBREVIATIONS**

- ASC: Arts and Sciences
- CBC: Chemistry and Biochemistry
- CEF: Committee of Eligible Faculty
- DO: Director of Operations
- DRS: Director of Research Support Services
- VCR: Vice Chair for Research and Administration
- VCG: Vice Chair for Graduate Studies
- VCU: Vice Chair for Undergraduate Studies
- FAC: Chair's Faculty Advisory Committee
- GAC: Graduate Admissions Committee
- GRA: Graduate Research Associate/ship
- GSC: Graduate Studies Committee
- GTA: Graduate Teaching Assistant/ship
- P&T: Promotion and Tenure
- POA: Pattern of Administration
- POD: Procedures and Oversight Designee
- PTS: Promotion and Tenure Subcommittee
- TIU: Tenure Initiating Unit

## I INTRODUCTION

This document provides a brief description of the Department of Chemistry and Biochemistry (CBC) as well as a description of its policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the University to which the Department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time. Changes, which will be made in consultation with the Department faculty, will be disseminated to Department faculty in memos until sufficient changes have accumulated to warrant printing and distributing a complete new document. All revisions, as well as periodic reaffirmation, are subject to approval by the College and the Office of Academic Affairs.

The faculty is responsible for all academic programs conducted by the Department of Chemistry and Biochemistry of The Ohio State University. In order to facilitate the training of students in Chemistry and Biochemistry, to support the pursuit of new chemical knowledge, and to contribute to the development of the profession of Chemistry and Biochemistry, the faculty has adopted the following Pattern of Administration for the Department of Chemistry and Biochemistry. The purpose of such administration shall be to organize, support, and promote policies established by the faculty in support of the mission of the Department. Additional rules of the faculty, staff, and students and important policy statements of the Department are contained in the **Appendices**.

## II MISSION AND VISION STATEMENT

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

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

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

Be a top-tier location for graduate and postdoctoral research by providing challenging, novel and relevant cutting-edge research opportunities via faculty, staff and students dedicated to exploration, support and excellence and to opening new frontiers to benefit the citizens of Ohio, the nation and the world. Provide leadership to chart the direction of The Ohio State University as a premier center of teaching, research and service to the state of Ohio and the world.

## 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, <https://oaa.osu.edu/rightsandresponsibilities.html>.

## IV FACULTY

Faculty Rule 3335-5-19, <http://trustees.osu.edu/>, 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 faculty for whom the Department is their tenure initiating unit (TIU). Associated faculty, emeritus faculty, and faculty who are joint appointees with TIUs in another department with at least a 30% appointment in the CBC are invited to participate in discussions on non-personnel matters, but may not participate and are not eligible to vote in personnel matters, including promotion and tenure. Associated faculty and tenure track faculty who are joint appointees with TIUs in another department are invited to discuss and vote on all other departmental issues. Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in the Department is provided in the Appointments, Promotion and Tenure Document.

## V OVERVIEW OF DEPARTMENT ADMINISTRATION AND DECISION MAKING

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

## VI DEPARTMENT ADMINISTRATION

Principal administrative officers of the Department are the Chair, Vice Chair for Research and Administration (VCR), Vice Chair for Undergraduate Studies (VCU), Vice Chair for Graduate Studies (VCG), Director of Operations (DO), Director of Human Resources and Finance, Business Analyst and Industrial Liaison, and Director of Research Support Services (DSS). This group will comprise the Cabinet.

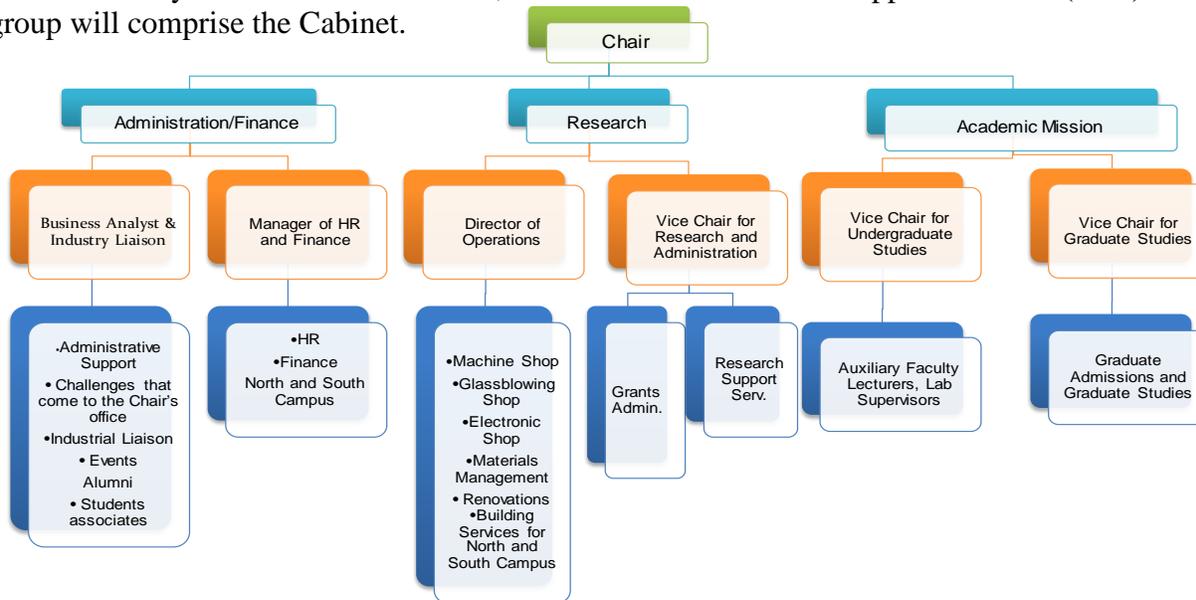


Figure 1. Administrative structure of the department

## **A. Department Chair**

### **1. Appointment**

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

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

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

### **a. Duties**

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

the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for faculty to comment.

- e) The Chair shall consult with the faculty in the initiation of a search and in the review and selection of new faculty members for appointment.
  - f) The Chair shall work to see that faculty duties and responsibilities in instruction, scholarship, and service are assigned and distributed equitably.
3. The Chair shall, after consultation with the faculty and in accordance with the pattern of departmental administration, develop the Appointments, Promotion and Tenure (APT) document for the Department. The APT document describes the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This document is subject to approval by the Dean and OAA, and shall be made available to all present and prospective members of the Department; a copy shall be deposited in the office of the Dean of the College of Arts and Sciences and in the office of the Executive Vice President and Provost. At the beginning of each four-year term of the Chair, the members of the Department, the office of the Dean of the College, and the office of the Executive Vice President and Provost shall receive either a revision or reaffirmation of the original document.
  4. To operate the business of the Department with efficiency and dispatch.
  5. To plan with the members of the faculty and the Dean of the College a progressive program.
  6. To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.
  7. To evaluate faculty members periodically in accordance with criteria approved by the Board of Trustees and subject to instructions from the Executive Vice President and Provost, and also according to such supplemental criteria as may be set up by the Department or College.
  8. To inform faculty members when they receive their annual review of their right to review their primary personnel file and to place in that file a response to any evaluation, comment or other material contained in the file.
  9. To recommend to the Dean of the College, after consultation with the faculty in accordance with the Department's APT document and in accordance with procedures set forth in Faculty Rule 3335-6 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html>), appointments, promotions, dismissals and matters affecting the tenure of members of the Department faculty.
  10. 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.

11. To see that adequate supervision and training are given to those members of the faculty, staff and students who may profit by such assistance.
12. To prepare (after consultation with the faculty) annual budget recommendations for consideration by the Dean of the College.
13. To promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic review by the faculty, as outlined in Section X of the departmental Appointments, Promotion and Tenure document. To be clear, this includes senior faculty members.
14. A critical role of the Chair is to build faculty consensus. This is best accomplished by the Chair's dissemination of information to the faculty as thoroughly as is practical and timely and to allow faculty input into important decisions. In addition to the faculty meetings, an annual retreat for strategic planning is recommended. It is recognized, however, that in sensitive situations, the Chair may have to keep certain sensitive information from the faculty.
15. The Chair will approve or modify the teaching roster, and requests for increased or reduced teaching by an active faculty member. Overall, research and service activities, external support for research and research productivity may be considered in arriving at these decisions. These decisions dictate the need for temporary lecturers.
16. The Chair will approve or reject requests by the faculty for absences from Campus during on-duty periods (Faculty Rule 3335-5-08).
17. The Chair has final approval power over all financial matters in the Department. In consultation with the Cabinet and the College, the Chair will determine the salaries of teaching assistants, lecturers, and visiting faculty employed in the teaching program, and determine the maximum number of offers that can be made to foreign and domestic applicants to the graduate program and the salaries of teaching assistants. Additional funds to support research will be allocated to faculty engaged in extra teaching. The Chair will delegate portions of the Department budget appropriately.
18. The Chair will report annually to the faculty on the state of the Department's finances.
19. The Chair will supervise certain members of the staff including the Director of Operations, Director of Human Resources and Finances, and Director of Administration and Industrial Liaison, and the administrative assistant to the Chair. As vacancies develop in the staff, the Chair will decide whether to fill the vacated position or to hire a new staff member with different skills and responsibilities. This decision will be made in consultation with the cabinet and interested faculty members.
20. The performance of the Department Chair will be reviewed by the Department approximately two years into his/her term. The review will be undertaken by the Faculty Advisory Committee. The findings of this review will be reported to the Chair and the

Dean and, at the discretion of the committee and the Dean, to the faculty.

## **B. Vice Chair for Research and Administration**

### **1. Appointment**

The Vice Chair for Research and Administration (VCR) is a member of the faculty and is appointed by and reports to the Chair. The VCR is a member of the Chair's Cabinet. The VCR normally has a reduced teaching load in recognition of significant administrative responsibilities.

#### **a. Duties**

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

1. The VCR will represent the Chair in appropriate official capacities and serve as acting chair when the Chair is unavailable.
2. The VCR will work with the DO and VCG and VCU to coordinate north and south campus operations, infrastructure, facilities and space assignments.
3. The VCR will chair the Space Committee.
4. The VCR will chair the Awards Nominations Committee. The VCR is the Chair's designee to write the first draft of all award nomination letters that requires letters from the Chair.
5. The VCR is an ex-officio member of the Chair's Faculty Advisory Committee. He/She should be involved in discussion in the FAC but does not have a vote.
6. The VCR supervises the grants coordinators and is the chair of the Research Committee. She/He leads efforts to assist faculty with the review of drafts of proposals before submission and preferably assists with identifying center proposal opportunities.
7. The VCR approves all faculty travel.

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

### **1. Appointment**

The Vice Chair for Undergraduate Studies (VCU) is a member of the faculty and is appointed by and reports to the Chair of the Department of Chemistry and Biochemistry. The VCU is broadly responsible for ensuring high quality teaching and grade equity in all undergraduate courses, managing the scheduling and staffing of undergraduate courses, overseeing undergraduate curricula and assessment efforts, and coordinating the advising and recruitment of students interested in chemistry and biochemistry. The VCU leads the associated faculty and staff involved in fulfilling the Department's undergraduate teaching mission. The VCU is a member of the Chair's Cabinet. The VCU normally has a reduced teaching load in recognition of significant administrative responsibilities.

## a. Duties

1. The VCU **ensures high quality of teaching** and **grade equity** in all undergraduate courses. The VCU does this by:
  - a. Collaborating with faculty in each teaching division to facilitate the organization, presentation, and grading of undergraduate courses in those divisions
  - b. Determining the coverage and format of the general chemistry courses, providing centralized resources, and developing reports to assist with normalizing grades
  - c. Assisting the Chair with reviewing the classroom instructional efforts of the faculty for undergraduate courses
  - d. Ensuring consistency among courses taught at the regional and Columbus campuses, including efforts in innovative teaching
  - e. Assisting the Chair with responding to complaints raised by or for students in undergraduate courses
2. The VCU **manages the staffing and scheduling** of all undergraduate courses. This includes collaborating with the faculty in the teaching divisions and instructional staff, as well as the Classroom Scheduling Office for the University.
  - a. With insufficient CBC faculty to serve as instructors for all course offerings, the VCU will also employ associated faculty, senior lecturers, and temporary lecturers. Such an appointment is made after careful consideration of the candidate's credentials and after the candidate gives a presentation that permits an assessment of his/her technical and classroom skills. Lecturer positions are not faculty positions, and as such, do not carry the possibility of becoming tenured positions.
  - b. With insufficient CBC graduate students to serve as teaching assistants for all lecture and laboratory sections, additional instructional staff may be selected by the VCU to assist with leading and coordinating laboratory and recitation sections. The VCU oversees the training and evaluation of these individuals.
  - c. The VCU seeks to provide maximum service to the students while minimizing cost to the Department when determining if additional sections of a class should be offered. The VCU provides the Chair with reports regarding undergraduate course enrollment and evaluation.
3. The VCU oversees the **undergraduate curricula** and **assessment efforts** by serving as a voting member of the Undergraduate Curriculum Committee and the Undergraduate Instructional Assessment Committee. He/she may chair these committees or may recommend designees to the Chair. The VCU normally also serves on the **College Curriculum Committee** in order to maintain close coordination of activities within that group.

4. The VCU is responsible for **coordinating the services** provided by the Department for the undergraduate teaching program. These services include:
  - a. **Laboratory organization:** planning laboratory schedules in coordination with lab supervisors and instructors, developing new labs to improve student learning, and holding weekly staff meetings to assure that teaching assistants are well informed of their responsibilities and assignments
5. The VCU is an ex-officio member of the Chair's Faculty Advisory Committee. He/She should be involved in discussion in the FAC but does not have a vote.

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

### **1. Appointment**

The Vice Chair for Graduate Studies (VCG) is a member of the faculty and is appointed by and reports to the Chair of the Department of Chemistry and Biochemistry. The VCG is broadly responsible for administering graduate programs in the Department of Chemistry and Biochemistry (namely, the Chemistry graduate program and the Biochemistry M.S. program). The primary mission of the office of the Vice Chair is the development of a strong national and international reputation for the graduate programs sponsored by the Department of Chemistry and Biochemistry. The VCG will assist graduate students in submitting national fellowship applications such as NSF fellowships. Programs to mentor underrepresented minorities and women graduate students are also the responsibility of the VCG. The VCG is a member of the Chair's Cabinet, Chair of the Graduate Studies Committee, and makes the final decisions on admission of graduate students to the graduate program. The duties of this office include the supervision and evaluation of the performance of staff assigned to the Graduate Studies Office; the preparation annually of a budget for the recruitment of graduate students, recruiting, hiring, and assignment of Graduate Teaching Associates in consultation with the Vice Chair for Undergraduate Studies. The VCG normally has a reduced teaching load in recognition of significant administrative responsibilities.

#### **a. Duties**

- **Administering the Graduate Studies Office** and its staff, that is responsible for all graduate academic programs in the Department.
- Planning and implementing innovative approaches to **graduate student recruiting**.
- Making offers of admission to students admitted to the Department's graduate program.
- The VCG serves as **Chair of the Graduate Studies Committee**, and in that role, is responsible for the graduate curriculum and the academic progress of all graduate students enrolled in the Department. The Graduate Admissions Committee works with the VCG to recruit the most highly qualified students possible for the program, and the Graduate Studies Committee is responsible to the VCG for the enrollment, progress and evaluation of performance of all graduate students matriculated in the program. The VCG is also responsible to the Chair for evaluation of the quality of graduate instruction.

- The VCG will coordinate a variety of graduate level activities, including: nominations for University Fellowships, the Henne Research Competition, Presidential Fellowships, Swenton-Ouellette Teaching Award, and other internal and external graduate student awards and fellowships.
- The VCG assists the Chair in reviewing the classroom instructional efforts of the faculty for graduate courses.
- The VCG is an ex-officio member of the Chair's Faculty Advisory Committee. He/She should be involved in discussion in the FAC but does not have a vote.

## **E. Director of Operations**

### **1. Appointment and Duties**

The **Director of Operations (DO)** is a member of the permanent staff and reports to the Chair. The Director of Operations is a senior staff member. The DO is a member of the Chair's Cabinet. He/She is the direct supervisor to the staff members who lead the machine shop, electronic shop, glass shop, facilities management, safety and the hazardous waste disposal operations of the Department. The DO monitors compliance with university policies and coordinates compliance with the Director of Human Resources and Finances. The Director of Operations coordinates renovations and serves as liaison between Facilities and Operations. The DO oversees renovation projects and works with the project managers to ensure project success. He/She performs other tasks as delegated by the Chair.

## **F. Manager of Human Resources and Finance**

### **1. Appointment and Duties**

The **Director of Human Resources and Finance** is a member of the permanent staff and reports to the Chair. He/She is a senior staff member and a member of the Chair's Cabinet. He/She manages, plans, directs and oversees all fiscal and human resources staff. He/She is responsible for developing general funds budget reports to inform decision making, provides budget models and budget projections, forecast resource changes based on enrollment fluctuations and performs other duties as delegated by the Chair.

## **G. Director of Administrative Support, Corporate Liaison and Business Analyst**

### **1. Appointment and Duties**

**Director of Administrative Support, Corporate Liaison and Business Analyst** is a member of the permanent staff, reports to the Chair and is a senior staff member as well as a member of the Chair's Cabinet. He/She provides supervision of the administrative support staff. He/She works toward maximizes the Department's potential in garnering corporate funding as well as licensing of faculty members' innovations and in coordination with the grants administration staff. He/She works with the OSU Technology Commercialization Office, the Industry Liaison Office and the Office of Sponsored Research in increasing and facilitating corporate agreements. He/She also performs other duties as delegated by the Chair.

## **H. Director of Research Support Services (DRS)**

### **1. Appointment and Duties**

The **Director of Research Support Services (DRS)** is a member of the permanent staff and reports to the Department Chair through the Vice Chair for Research and Administration. The DRS is a member of the Chair's Cabinet. The DRS is a senior staff member of the Department, and directly supervises and provides support for the multiuser instrumentation facilities of the Department. He/She is the direct supervisor to those staff members of the multiuser instrumentation facilities.

### **I. Other Staff**

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

## **VII ORGANIZATION OF THE DEPARTMENT**

### **A. Teaching Divisions**

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

### **B. Committees**

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

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

Six faculty members consist the FAC. Faculty will nominate representatives to serve a term of three years on the FAC. The terms will be staggered so that approximately one third of the committee shall be named or elected or re-elected every year. All associate and full professors are eligible to serve on this committee with the exception of the Vice Chairs. The FAC is constituted to provide advice to the Department Chair on all matters concerning the Department. The committee will meet once a month with the Department Chair. Meetings, which may be called by the Department Chair or by a majority of the committee, will be scheduled in a timely

manner by the Department Chair. Additional meetings may be called by either the Department Chair or the majority of the committee.

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

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

## **2. Committee of Eligible Faculty (CEF)**

The Committee of Eligible Faculty is constituted by all tenured faculty of higher rank than the candidate(s) being reviewed, excluding the Chair, the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the President. This committee evaluates all candidates for promotion and tenure and reports their recommendations to the Chair of the Department.

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

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

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

The chair and POD serve three year terms.

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

The Graduate Admissions Committee is responsible for reviewing applications for admission to the Department's graduate programs and for recommending selected students for admission to the graduate school. These recommendations are made to the VCG. The VCG will make the final decisions on admissions. If the VCG makes decisions different than what the GAC recommends, the decision should be reported to the GAC. Admission is based on a set of academic metrics and the size and distribution of the entering class is estimated by the ability of the faculty to support the students as Research Associates (RAs) along with the need for fulfilling the Department's requirement of teaching assistants (TAs). They will also select and recommend entering graduate students for award of teaching associateships and fellowships.

Membership consists of faculty from the five teaching divisions and a committee Chair appointed by the Department Chair. The committee Chair reports directly to the Vice Chair for Graduate Studies, who is a non-voting member of the committee. This committee is charged

with developing a budget for student recruiting. This budget will be presented to the Department Chair who, in consultation with the Cabinet, will approve or modify it.

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

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

In addition to the duties listed above, the committee is responsible for soliciting and reviewing nominations for and making recommendations on the award of departmental and university graduate fellowships. It also approves the selection of an advisor for beginning graduate students, monitors student progress and reviews petitions for continued TA support and extensions of graduate standing. In extraordinary cases, the GSC may assign a new advisor to a student. Membership consists of one graduate faculty member from each of the five teaching divisions and the Vice Chair for Graduate Studies, who will serve as Chair of this committee.

#### **5. Undergraduate Curriculum Committee**

The Undergraduate Curriculum Committee is responsible for the curricular offerings, degree programs, and awards of the Department at the undergraduate level. The committee reviews all proposed changes in undergraduate courses within the Department, including additional courses, deletions of courses, and modifications to existing courses. It also is responsible to the faculty for all issues associated with the undergraduate degree programs in Chemistry and Biochemistry.

The committee will have faculty representatives of each teaching division appointed by the Chair, with the Vice Chair for Undergraduate Studies. The VCU serves as chair of this committee or will designate a committee chair. The VCU also normally serves on the College Curriculum Committee in order to maintain close coordination of activities with that group.

#### **6. Undergraduate Instructional Assessment Committee**

The Undergraduate Instructional Assessment Committee is responsible for developing and implementing a framework for the on-going assessment of undergraduate courses, minors, and majors in the Department. The committee also oversees the assessment of the expected learning outcomes for the general education requirements in courses designated as general education courses. The committee assists the committee chair in evaluating and presenting the data for the annual assessment report for the departmental programs.

Membership consists of the Director of Undergraduate Studies and instructional faculty and staff appropriate for the course(s) and/or program(s) under review.

#### **7. Assistant Professor Mentoring Committees**

The Chair will appoint a mentoring committee of three tenured faculty members for each assistant professor. Members of this committee provide guidance to assistant professors throughout the year. The members are responsible for reviewing proposals of their advisee

before submission, visiting the lectures of the advisee to provide guidance and feedback, providing advocacy roles such as assisting in garnering invitations to speak at sessions in national/international meetings and other conferences that will provide enhanced visibility of the assistant professor's work. The Department Chair will appoint a chair for each of these committees. The committee chair is responsible for making sure that the assistant professor has a least five classroom visits by faculty colleagues during his/ her time as an assistant professor. The mentorship of the junior faculty will be included in the annual performance reviews of all senior faculty members.

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

### **8. Associate Professor Mentors**

The Chair will appoint a faculty mentor to each associate professor. This mentor will provide guidance and feedback to his/her mentee on progress toward promotion in areas of research, teaching and service. The mentor is responsible for making sure that the associate professor mentee has the necessary classroom visits (five strongly preferred) by faculty colleagues during his/her time as an associate professor. The mentorship of the associate professor will be included as a review criterion in the annual performance review of the senior faculty member.

### **9. Associated Faculty Mentoring Committee**

The Chair will appoint a mentor for each associated faculty member. A departmental mentoring committee for the associated faculty will include the individual mentors of the each associated faculty member and at least three other faculty members who are integrally involved in the instructional mission of the Department. The mentors will provide guidance to associated faculty throughout the year. This committee is expected to work with the associated faculty member in charting a path toward success in scholarship, teaching and research. One goal for the mentoring committee is to ensure uniform and thorough support of the associated faculty. The committee is responsible for providing reviews of the progress of the associated faculty to the Chair. This committee is expected to work with the associated faculty member in charting a path toward success in scholarship, teaching and research.

### **10. Safety Committee**

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

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

The Safety Committee shall conduct annual reviews of the CHP and recommend changes to and implementation of new safety policies as required and needed by the Department. Revisions and

new policies will be adopted by a majority vote of the faculty.

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

### **11. Joint Safety Team**

The joint safety team (JST) is the leadership committee of graduate students who are aggressive in supporting a safe laboratory culture for the Department. Each research group that has a research laboratory must also have a laboratory safety officer (LSO). The faculty member of the research group appoints the LSO for his/her research group. This graduate student or postdoc is tasked to assist his/her research group in maintaining a safe laboratory culture but have a safe laboratory environment, use safe laboratory practices and maintain the research group's chemical inventory. The JST holds meetings of the LSOs every semester to discuss improvements that should be made and discuss any challenges must be addressed within the Department. The JST is responsible for friendly reviews of research group laboratory safety and also responsible for assisting the Chair in providing awards for excellent laboratory safety. The JST has assigned membership on the safety committee and also reports directly to the Chair of the Department.

### **12. Awards Nominations Committee**

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

### **13. Space Committee**

The space committee reviews the laboratory space annually and makes suggestions on space assignment changes that should be considered. These recommendations are provided to both the FAC and the Chair. The Chair makes the final decisions on space assignments. The Director of Operations is an ex-officio member of this committee.

### **14. Diversity Committee**

The Diversity Committee is charged with developing and advocating for policies that will help the Department achieve greater diversity at all levels - faculty, staff, and students. The Committee is also responsible for evaluating the progress of the Department toward its diversity goals every two years, and submitting their report to the Chair.

### **15. Research Support Services (RSS) Committee**

The RSS committee serves as a liaison between the Department faculty and the DRS and Managers in order to be sure the Departmental multiuser facilities are appropriately supporting the users' research needs as described in the POA appendices. This may include soliciting feedback from faculty colleagues within the Department and the broader university; offering advice and feedback to the DRS and Managers for optimizing resources; assisting with hiring new RSS staff members, and facilitating departmental instrumentation upgrades and new instrument purchases via proposal or other means. The committee members will be appointed by

the Chair consisting of five faculty members who use the multiuser facilities. The DRS serves as an ex-officio member.

#### **16. Faculty Search Committee(s)**

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

#### **17. Other Committees**

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

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

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

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

Either the Chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by an electronic means is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote.

When 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.

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

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

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

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

#### **1. Tenure Track**

Faculty must have at least a 30% FTE appointment in the Department to be eligible to serve as advisor and preceptor to graduate students of the Chemistry Ph.D. or Biochemistry M.S. programs. All members of the faculty are expected to contribute to all facets of the graduate and undergraduate teaching, service, and research missions of the Department, including serving on Ph.D. candidacy and examination committees.

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

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

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

#### **2. Scholarly Activity, Columbus Campus**

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

Results of research activities are expected to result in **publications** in peer reviewed scholarly

journals and theses and dissertations for undergraduate and graduate students. The results are also expected to form the basis of invitations to professional meetings and citations of publications.

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

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

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

All items described above will be criteria included in the annual performance evaluation.

### **3. Industrial Sponsorship of Graduate Research**

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

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

### **4. Service**

Members of the faculty are expected to serve on departmental and university committees in addition to student advisory and examination committees. Faculty may also serve in professional committees outside the university, such as editorships, reviewing proposals, organizing symposia and serving in elected position in national organization such as the American Chemical Society or the American Association for the Advancement of the Sciences (AAAS). Activities in these committees will be part of the annual performance evaluation. All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other Department events.

### **B. Associated Faculty –Nontenure Track Faculty (< 50% appointment)**

Within the Department of Chemistry and Biochemistry the title of an Associated Faculty member is given to members of the Department who have a split faculty-staff appointment and a

professorial title. The faculty portion of the appointment cannot be more than 40%. Associated Faculty members are expected to demonstrate excellence in teaching. They are also expected to engage in externally recognized scholarly activity, and participate in Department, College, and/or University level service activity commensurate with their faculty appointment percentage.

### **1. Scholarly Activity**

Associated faculty can engage in traditional research in any area of chemistry or biochemistry, as well as the area of science education. However, all research activity should be documented by measurable outcomes that include:

- Papers published in peer review journals
- Contributed and invited talks at national and international meetings
- Efforts in securing external grant funding (either independently or collaboratively)
- Mentoring undergraduate students who write and defend senior honors theses, or distinguish themselves through their research activity in other ways
- Publishing educational materials such as textbooks or lab manuals that are distributed outside of the university
- Other areas of scholarship, provided they are discussed and approved by the Vice Chair for Undergraduate Studies and the Department Chair

Curriculum development and improvements in classroom/laboratory teaching are counted as teaching accomplishments rather than research, unless those innovations lead to one or more of the outcomes on the above list.

The expectations for quality and impact of research performed by associated faculty members are comparable to the expectations for tenure track faculty members. However, the expected quantity of research outcomes is less than that of a tenure track faculty member.

Each year associated faculty members will complete an annual report to document their contributions in teaching, research and service, using the same template as tenure-track faculty. These reports will be reviewed annually by the Department's Associated Faculty Mentoring Committee, a subset of whom will meet individually with each associated faculty member to discuss progress toward promotion.

Since the Associated Faculty appointment comes with expectations for scholarly activity, the job must be structured in a way that provides the time and resources necessary to carry out research. Therefore, an associated faculty appointment will be structured as follows:

- Associated faculty members can mentor undergraduate students, but not graduate students.
- Teaching assignments will be structured in a way that preserves the time needed for research/scholarship. In a typical appointment, 50% of the *faculty component* (or 20% of

the overall appointment) would be dedicated to research. The allocation of this dedicated research time will be determined by the Vice Chair for Undergraduate Studies, in consultation with the Department Chair. For example, the equivalent of 10 full weeks during the summer dedicated to research is approximately 20% of a yearly appointment.

Faculty members with < 50% appointments are expected to participate in departmental governance.

### **C. Associated Faculty- Senior Lecturers and Visiting Faculty**

Teaching assignments will be determined by the Vice Chair for Undergraduate Studies, in consultation with the Department Chair. The standard teaching load for full-time lecturers is two large section courses (courses with >100 students) in fall semester and two similar sections in spring semester.

### **D. Regional Campus Faculty**

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

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

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

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

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

## **X DEPARTMENT FACULTY TEACHING LOAD POLICY**

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

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the Chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy (<http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>).

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

### **A. Range of Teaching Responsibilities in the Department**

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

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

#### **1. Base Teaching Load**

The base teaching load in the Department for tenure track faculty, consists of five courses per year. Two courses will be lecture or laboratory courses and three will be research courses (up to three of these courses could be (4998, 4999 undergraduate research or 8999 graduate research).

#### **2. Mitigating Factors**

Adjustments to the base load may be approved by the Chair in consultation with the Faculty Advisory Committee, who shall annually review faculty annual reports to determine how each faculty member can best contribute to the Department's mission. The Chair and FAC will work together to strive for transparency in assigning adjustments in teaching loads. Nevertheless, all

faculty members will be subject to a minimum teaching requirement. Example mitigating factors that may justify reduced teaching assignments: new (untentured) faculty, administrative posts, release time. For example, when a faculty member leads a major center grant, release from 0.5-1 course per year is expected. The extent of the reduced load would be determined based on the size of the additional workload of the faculty member.

### **B. Teaching Release Time Policy**

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

### **C. Special Assignments (SA)**

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

Untentured faculty will normally be provided SAs during their probationary period as designated in their offer letters. Faculty members interested in a special assignment must submit a proposal to the Chair in January for the following academic year. The Chair will evaluate the expected faculty workload for the following year and weigh that against the anticipated gain for the faculty member in taking the SA. Based on this information the chair will make the decision on whether to offer the SA. Reasonable efforts will be made to provide SA opportunities to all productive faculty on a rotating basis, including their potential benefit to the Department, and the need to assure that sufficient faculty are always present to carry out Department work.

## **XI COURSE OFFERINGS AND TEACHING SCHEDULES**

The Department Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the Department's first obligation is to offer the courses needed by students at times most likely to meet student needs. To ensure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17, trustees.osu.edu, will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across offerings to ensure that instructional expertise is always available for such courses.

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

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

## **XII ALLOCATION OF DEPARTMENT RESOURCES**

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

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

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

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

### **A. Assignment of Research Space to Individual Faculty Members**

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

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

It is expected that space allotments will vary over time as individual groups expand and contract.

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

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

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

The following guidelines will be used in space deliberations:

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

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

[Restated in Appendix II.C]

Faculty must provide at least one-sixth (1/6) of the annual support of each TA. Thus, one “year” of departmental TA support (a “TA slot”) amounts to 5/6 of the student’s annual stipend (plus benefits, tuition and fees).

GTA allocation to research active faculty follows a “TA = RA + 2” formula. Thus, a faculty member supporting two (2) graduate students as GRAs may access up to four (2 + 2) TA slots, up to a **maximum of 6 per faculty**. This formula will be enforced as an average over a three

year period. Untenured assistant professors are not subject to this limit. Tenured faculty may recruit additional graduate students into their groups to the extent that they have other means of supporting them (e.g., via GRAs). In consideration of extraordinary teaching or service, this formula may be modified by the Chair, in consultation with the VCG and VCU.

### **C. Policy on Allocation of Travel Funds**

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

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

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

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

## **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 <https://hr.osu.edu/policies-forms>, in accordance with the Faculty Rules approved by the Board of Trustees, trustees.osu.edu. The information provided below supplements these policies.

### **A. Discretionary Absence**

During on-duty periods faculty members are expected to be accountable for interaction with students, service assignments, and other responsibilities even if they have no formal course assignment that period. In accordance with Faculty Rule 3335-5-08, on-duty faculty members who need to be away from campus to conduct research or other university business may do so with permission of their chair. Faculty unpaid leaves and faculty paid leaves due to university business that exceed ten consecutive work days require approval by the Department, College, and the Office of Academic Affairs and must requested at <https://elave.osu.edu/>.

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

### **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, <https://hr.osu.edu/public/documents/policy/policy627.pdf>.

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

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

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

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

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

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

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. All arrangements for extra compensation require administrative approval. Units must secure approvals before the extra work is carried out in order for the faculty member to be compensated for the work.

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

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

## **XV FINANCIAL CONFLICTS OF INTEREST**

Information on faculty financial conflicts of interest is presented in the university's Policy on

Faculty Financial Conflict of Interest (<http://orc.osu.edu/files/Policy-on-Faculty-Financial-Conflict-of-Interest.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, staff member, or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

Faculty and staff 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. Individuals 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 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>.

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

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

### **D. Sexual Harassment**

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, <https://hr.osu.edu/public/documents/policy/policy115.pdf>.

### **E. Student Complaints**

Normally student complaints about courses, grades, and related matters are brought to the

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

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

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

The Code of Student Conduct is Faculty Rule 3335-23,  
<http://trustees.osu.edu/assets/files/RuleBook/CodeStudentConduct.pdf>.

## **XVII LIST OF APPENDICES**

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

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