

**PATTERN OF ADMINISTRATION FOR THE DEPARTMENT OF EVOLUTION, ECOLOGY,
AND ORGANISMAL BIOLOGY**

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The policies and guidelines in this document were approved by the Faculty of the Department of Evolution, Ecology, and Organismal Biology on August 28, 2014.

I Introduction

This document provides a brief description of the Department of Evolution, Ecology, and Organismal Biology as well as a description of its policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the university to which the department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

II Department Mission

The mission of the Department of Evolution, Ecology, and Organismal Biology (henceforth, the Department) is to discover, derive, and disseminate an understanding of biodiversity: how evolutionary and ecological processes create variation and pattern in organisms, populations, species, communities, and ecosystems. We fulfill this mission through research and teaching; through collaborations across disciplines; in the context of laboratory, museum, field, and modeling studies; and from molecular to global scales. We are dedicated to the application of our basic research to solving applied local and global problems and to promoting understanding of the natural world. Our faculty and staff strive to produce the highest quality research and to prepare a diverse population of excellent scientists, leaders, and well-informed citizens through public outreach and undergraduate, graduate, and postdoctoral education.

As necessary components of this mission, the Department is committed to continuous improvement through regular scrutiny of the undergraduate and graduate curricula; the hiring of tenure-track faculty and other personnel who enhance or have the strong potential to enhance the Department's quality in the areas of teaching, research, and service; the recruitment and retention of a diverse workforce and student body; the creation of a welcoming climate in regard to diversity; and the development and maintenance of a physical and intellectual environment that fosters those activities.

III Department Vision

The Department of Evolution, Ecology, and Organismal Biology has a rich tradition of blending basic and applied research. We promote scientific discovery and scientific literacy through teaching and public outreach. We strive for leadership in our scholarly disciplines combined with excellence in the classroom. To those ends, our service to the University and the community is built on the strength of a diverse, collegial workplace and the free flow of ideas.

IV Academic Rights and Responsibilities

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

V Faculty

Faculty Rule 3335-5-19, <http://trustees.osu.edu/university/facultyrules> 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 tenure-track faculty with compensated FTEs of at least 20% in the department, with the exception of promotion and tenure matters which include only faculty whose tenure initiating unit is EEOB. Associated faculty and emeritus faculty may be invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including promotion and tenure reviews. In general, associated faculty may not vote on any matter unless they are appointed members of a committee or have been invited to vote by agreement of a majority of the faculty. Tenure track faculty joint appointees whose TIU is in another department may participate and vote on all governance matters except hiring and promotion and tenure reviews.

The Department also appoints research faculty. Research faculty titles will be research assistant professor of EEOB, research associate professor of EEOB, and research professor of EEOB. Research faculty may comprise no more than 20% of the tenure track faculty. Research track faculty may vote in all matters of department governance except tenure track promotion and tenure decisions.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the Appointments, Promotion and Tenure document.

VI Organization of Department Services and Staff

The Department provides a number of support services to the faculty and students who perform the missions of teaching, research, and service. These support services include the following:

A Administrative and Clerical Support

The Department provides a number of services that assure prompt, efficient, and productive day-to-day operation. These services include: human resources and payroll actions; purchasing of supplies, services, and equipment; reimbursements; travel arrangements for faculty, guests, staff, and students; managerial and financial accounting; scheduling of offerings and scheduling of course-related events; compilation and management of enrollment and teaching statistics; coordination of graduate program admissions process and graduate student progress; compilation and management of graduate student statistics; coordination of P&T process; and secretarial/administrative support of Departmental activities. Day-to-day clerical support for individual faculty is also provided as required (e.g., visa processing for faculty or staff; shipping

and receiving).

B Teaching Support

The Department provides technical staff support for the preparation and maintenance of the laboratory component of several core courses for our undergraduate majors and clerical support for faculty and TA instructional activities. The Department also works closely with the Center for Life Sciences Education and the University Center for the Advancement of Teaching to provide instructional training for our faculty and graduate students.

The Department provides for appropriate training for staff members.

VII Overview of Departmental 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.

The administration of the Department consists of a Chair, an Associate Chair, standing committees, and such special committees as may become necessary. Consultation by the Chair, in the form of formal or informal conferences and discussions with individuals or groups of faculty members on matters of departmental policy, is encouraged. For purposes of consultation, the following topics may be considered as policy matters: curriculum; recruitment of new faculty; definition of new or replacement faculty positions; budgetary matters; cooperative endeavors with other University units; major space assignments or alterations; shared departmental equipment; assignment of supporting staff; operation of support facilities; and development of teaching and research potentials of faculty and graduate students. For purposes of consultation, certain matters may be discussed more appropriately on an individual basis. Such matters include, but may not be limited to, recommendations for promotion and tenure, salary increases, dismissals, teaching assignments, and leave assignments.

All A&P and CCS staff are evaluated formally each spring according to procedures established in the guidelines of the Office of Human Resources [<http://hr.osu.edu/policy/>].

Regardless of the issue(s) involved or individual(s) consulted, communication between the Chair and the faculty should occur freely. Policy issues should be vetted with the Advisory Committee to determine whether the issue will be brought to the faculty at a faculty meeting for formal discussion and a vote. In addition, the opinions of interested and involved parties should be solicited. When a clear consensus is reached through broad discussion, the Chair will make known to the faculty the decision and ask whether any dissenting opinion exists. If no dissent is brought forward, the decision may be implemented. If dissent is raised, the issue should be brought to a faculty meeting for resolution. In general, any policy matter of import should become an agenda item for the next faculty meeting and should be put to a vote of the faculty.

VIII Departmental Administration

A Chair

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35, <http://trustees.osu.edu/university/facultyrules>. This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, <http://trustees.osu.edu/university/facultyrules>, also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to 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 annually develop a schedule of course offerings and teaching schedules in consultation with the faculty.
- 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 peer evaluation by the faculty.
- To evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 <http://trustees.osu.edu/university/facultyrules> and this department's Appointments, Promotion and Tenure document.
- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To designate the Associate Chair in consultation with the Advisory Committee.

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

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

B Associate Chair

The Associate Chair assists the Chair in furthering the department's mission. The specific duties of the Associate Chair will be spelled out in the appointment letter but likely will include oversight of departmental space, including office assignments for faculty and other members of the department, managing renovations of space, and making short-term laboratory assignments such as to regional campus faculty and graduate students, etc. The Associate Chair also may have responsibilities in curricular oversight and strategic planning, and for representing the department at development, outreach, recruitment, or other special events. The Associate Chair will have signature authority in the Chair's absence.

C Standing Committees

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

The standing committees are the Advisory Committee, the Committee of the Eligible Faculty, the Curriculum Committee, the Diversity Committee, the Graduate Studies Committee, the Graduate Admissions Committee, the Awards Committee, the Seminar Committee, the Social Events Committee, and the Communications Committee.

By the end of Summer Term, the Department Chair, with input from the Advisory Committee, will draft a listing of standing committee assignments and chairs-designate. Faculty and the chairs-designate will be given an opportunity to supply input on the draft assignments before the assignments are finalized. The Chair, in consultation with the Advisory Committee and the chairs-designate, will make final committee assignments. The Chair will nominate individuals for membership on College committees. For faculty with less than 100% full time equivalent appointments in the Department, eligibility for appointment to standing committees will be the same as for those with 100% FTE appointments unless as stated otherwise in the memorandum of understanding for that appointment. Appointment to the Committee of the Eligible Faculty is limited to tenure-track faculty whose tenure initiating unit is the Department.

Graduate students have a vested interest in the operation and future of the Department. In that spirit, there will be a graduate student member on all standing committees, except the CEF. Only in circumstances involving personnel decisions or disciplinary hearings should the graduate student representative be excused. Undergraduate student representation is on the Diversity and

the Curriculum committees.

1 Advisory Committee

To facilitate continuing discussion and input into decisions and actions that affect the faculty, graduate students, and staff of the Department, the Chair will consult with an Advisory Committee on issues of budgeting, staffing, departmental administration, committee assignments, merit salary increases, faculty professional leave requests, or other issues that either the Chair or the members of the Committee deem sufficient to warrant a meeting.

Recommendations of the Advisory Committee are advisory to the Chair. Formal votes on recommendations to the Chair are not mandatory. However, any member of the Advisory Committee may move to submit a recommendation for approval by a majority vote of the Advisory Committee. If actions by the Chair are in contradiction to motions approved by the Advisory Committee by majority vote, the Chair must explain that action in writing and this document shall be entered into the minutes of the next faculty meeting.

Each June, the faculty will elect three members, one per faculty rank, from among the tenure-track faculty members. In addition, the EEOB Graduate Student Organization (abbreviated 'GEES') will choose two representatives, and the Department staff will elect one representative. The Chair will appoint one additional faculty member. The term of service will be one year. Faculty and graduate student members may serve no more than two consecutive terms, after which they will be ineligible to serve for one year.

In addition to its consultative role, the Advisory Committee will serve a first-level function for appeals, investigations, or grievances. In cases where a member of the Advisory Committee has a conflict of interest, the committee will meet in the absence of this individual.

2 Committee of the Eligible Faculty (CEF)

The department's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule 3335-6-04, <http://trustees.osu.edu/university/facultyrules> and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews, <http://oaa.osu.edu/assets/files/documents/3HBP&T.pdf>.

The Committee of Eligible Faculty (see Appointments, Promotions, and Tenure document section III for definitions) is composed of tenured faculty of higher rank than the candidate excluding the tenure initiating unit Chair, the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the President. If the Department Chair attends CEF meetings, his/her role will be limited to responding to requests from committee members for clarifications of procedures, policies, and rules and such other requests for information deemed appropriate by the Chair of the CEF.

The Chair of the CEF ("Promotion and Tenure chair") for a given academic year is appointed at the beginning of each Summer Term by the Department Chair in consultation with the Advisory Committee. The CEF will have a Procedures Oversight Designee appointed by the

Promotion and Tenure chair. It will be the Designee's responsibility to monitor the promotion and tenure process and to act in accordance with the University's guidelines relative to Procedures Oversight Designees. The responsibilities of the CEF are detailed in the Department's Appointments, Promotion, and Tenure document, section VII B 2; Promotion and Tenure Committee Responsibilities.

3 Curriculum Committee

The Curriculum Committee will be composed of a Chair, three other tenure-track faculty members, a lecturer, senior lecturer, or other associated faculty member, a graduate student representative, and an undergraduate student representative. The term of service for the Chair is three years; the remaining faculty members are appointed annually by the Department Chair in consultation with the Advisory Committee; the graduate student representative is selected annually by GEES, and the undergraduate member is selected by the Curriculum Committee Chair following recommendations from the faculty.

The duties of the Curriculum Committee are to:

- Oversee all matters related to development of and changes in the undergraduate and graduate curricula;
- Monitor and appraise the quality of the undergraduate curriculum and undergraduate degree requirements so as to determine what changes might be necessary, and to report recommendations concerning such changes to the Department Chair and the faculty at least biennially;
- Provide current information regarding course offerings and curricula to the broader University community through the Department web site and other media;
- Offer assistance to faculty in curriculum development and course design;
- Review new course or course change proposals submitted to the department for concurrence and recommend action.

4 Diversity Committee

The Diversity Committee will be composed of a Chair, two additional tenure-track or research faculty members, one staff member, one graduate student, and one undergraduate student. The term of the Chair is two years, and those of the remaining faculty members one year. The faculty members are appointed annually by the Department Chair in consultation with the Advisory Committee. The staff member is elected annually by her/his constituency, the graduate students are selected by GEES, and the undergraduate member is selected by the Diversity Committee Chair following recommendations from the faculty.

The goals of the Diversity Committee are to promote:

- shared, inclusive understanding of diversity,
- recruitment and retention of a diverse student body and workforce, and
- creation and maintenance of a welcoming climate for all members of the Department.

The duties of the Diversity Committee are to:

- Review annually Department, College, and University missions with regard to diversity;
- Make recommendations for modifying departmental policies when necessary;
- Periodically assess the diversity climate in the Department, recommend practices designed to improve that climate, and assess the effectiveness of such practices.
- Promote diversity-related programs and opportunities to members of the Department.
- Work with the Graduate Admissions Committee to ensure effective recruitment practices for building and maintaining a diverse graduate program.

5 Graduate Studies Committee (GSC)

The GSC will be composed of four faculty members of the Department who also are members of the Graduate Faculty, and one graduate student. The Chair and faculty membership of the GSC is selected by the Department Chair in consultation with the Advisory Committee. The graduate student representative is elected annually by GEES. The term of the Chair is three years, and those of the remaining faculty members one year.

Assignment of GTAs to courses is made by a designee of the Chair of the GSC, in consultation with the graduate students, the faculty assigned to the various courses, and the Department Chair. The GSC designee solicits from the graduate students their teaching preferences. The GSC designee (in consultation with the Department Chair as appropriate) then attempts to match the curricular needs with the preferences of the GTAs. The Department Chair resolves any schedule or assignment conflicts based on curricular needs and financial probity.

The duties of the GSC include:

- The convening on a routine basis of the Department Graduate Faculty, and presentation to the Graduate Faculty of motions for approval. Typically the Graduate Faculty meetings will be held in concert with the Department Faculty meetings; however, Graduate Faculty meetings may be called at any time;
- Coordination of the nomination and appointment of faculty to the Department Graduate Faculty;
- Completion of periodic reviews of the contributions of each member of the Department Graduate Faculty to the Department Graduate Program. Those members of the Graduate Faculty who are not actively involved in the Graduate Program will be subject to removal from the Graduate Faculty.
- Coordination of the 8894 seminar each Autumn Term, during which each member of the Graduate Faculty makes a presentation to the new graduate students;
- Development, periodic revision, and enforcement of the rules and regulations set forth in the Department's Graduate Program Handbook;
- Enforcement of the rules and regulations set forth in The Graduate School Handbook;
- Serving as a conduit of information from the Graduate School to the Graduate Students and Graduate Faculty;
- Nomination of Graduate Students for University-sponsored fellowships.
- Annual review of progress and performance and annual planning for each graduate

student

- Collection and administration of data, including but not limited to graduate student progress, GTA performance reviews, GTA course workloads, and graduate placement.

6 Graduate Admissions Committee (GAC)

The GAC will be composed of five members of the faculty who also are members of the Graduate Faculty and one graduate student. The chairperson and faculty membership of the GAC is selected by the Department Chair in consultation with the Advisory Committee. The Chair of the GSC serves as one of the five regular members of the GAC, but not as Chair. The graduate student representative is elected annually by GEES. The term of the Chair is three years, and those of the remaining faculty members one year.

The duties of the GAC include:

- Dissemination of current information on the Graduate Program to prospective students, including resources, admission requirements, and application procedures. This is accomplished through maintenance of an updated Graduate Program website and direct communication with prospective students.
- Coordination of graduate admission, principally the review and ranking of applications, but also nomination of applicants for fellowships, and notification of applicants of the Committee's decisions. This is accomplished between mid-December and mid-March of each year.
- Leadership in recruitment of graduate students, including communication with the graduate faculty regarding their recruitment plans and organization of the Graduate Recruitment Event.
- Work with the Diversity Committee to ensure effective recruitment practices for building and maintaining a diverse graduate program

7 Seminar Committee

The Seminar Committee is charged with oversight and development of the departmental seminar program. The Seminar Committee will solicit recommendations for speakers from the faculty, staff, and graduate students. From those recommendations, the Committee will craft a seminar schedule each term. The Committee also will promote the seminar series through posters, email notices, and other appropriate means. The Committee will work with seminar speaker hosts to contact possible speakers, and determine their availability. Speaker hosts and Department administrative staff work together to coordinate their travel and local accommodations. Speaker hosts are responsible for local arrangements.

The Seminar Committee will be composed of four tenure-track or research faculty, chosen by the Department Chair and two graduate students selected by GEES. There are two faculty co-chairs, with one succeeding the other as lead co-Chair. The term of the co-chairs is two years, and those of the remaining members one year. The lead co-chair's term runs from the beginning of Spring semester through the end of Fall semester. This ensures continuity of scheduling through Summer. The lead co-chair is then succeeded by the second co-chair.

8 Awards Committee

The Awards Committee will be composed of a Chair, three tenure-track faculty chosen by the Department Chair in consultation with the Advisory Committee, one graduate student selected by GEES, and one staff member. The term of the Chair is two years, and those of the remaining members one year.

The duties of the Awards Committee are to:

- Solicit nominations and supporting documentation for graduate student candidates for Department, College, or University awards;
- Solicit nominations and supporting documentation for staff candidates for College or University awards;
- Solicit nominations and develop supporting documentation for faculty candidates for College, University, and external awards, including AAAS Fellow and more discipline-specific awards.
- Work with donors and others to establish new awards and the selection criteria for them.

9 Social Events Committee

The Social Events Committee will be composed of three faculty, one of whom will chair the committee, one staff member, and one graduate student selected by GEES. The term of the Chair is two years, and those of the remaining members one year.

The duties of the Social Events Committee each year are to:

- Coordinate a welcome reception for new graduate students, staff, and faculty at the beginning of each Autumn Term;
- Coordinate a holiday party to be held near the end of Autumn Term;
- Coordinate a spring picnic to be held near the end of Spring Term;
- Develop such other social events as the Committee sees fit.

10 Communications Committee

The Communications Committee will be composed of three faculty members, one of whom will chair the committee, one staff member, and one graduate student. The staff member also will serve as the Web Master. The term of the Chair is two years, those of the remaining non-staff members one year, and that of the Web Master an open-ended appointment.

The duties of the Communications Committee are to:

- Work with the Web Master to continually upgrade and revise the departmental web site;
- Work with the College Development Officer and the Department Chair to develop and implement an aggressive development effort for the Department;
- Develop and implement a coordinated effort designed to increase the visibility of the Department, its faculty, its graduate and undergraduate students, and its accomplishments both within the University and in the broader life sciences

community.

D Special Committees

Special committees will be formed as necessary. Members and Chairs of such committees will be appointed by the Department Chair in consultation with the Advisory Committee.

Assignments to these committees will be based on interests of individual faculty members and needs of the Department.

1 Faculty Search Committees

When a faculty position becomes available in the department, the Chair will identify a faculty member to chair an *ad hoc* search committee. The Chair and that named committee chair will name up to four additional faculty members to the committee. A fifth faculty member may be appointed from another academic unit when that person can bring particular expertise to the committee or when the position represents a possibility for collaboration between the department and the second unit. The committee also will include one graduate student selected by GEES. The committee will select one of its members as the Diversity Advocate, ensuring adherence to university rules and policies, particularly regarding issues of diversity and equal opportunity. Actions of the search committee will be informed by the University's Guide to Effective Searches

<http://hr.osu.edu/public/documents/hrpubs/guidesearches.pdf?t=2014122218458>.

The duties of the search committee are detailed in the Department's Appointments Promotion and Tenure document, section III B 1, Procedures for appointment of tenure track faculty.

IX 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 normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty electronically before a scheduled meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department tenure-track and research 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 electronically. 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 any number of members equaling or exceeding one-half of the tenure track faculty whose tenure resides in the department and who are not on approved leave. Attendance at faculty meetings and voting via video link is permitted. Voting at faculty meetings generally is

limited to members of the tenure-track and research faculty, to the appointed GEES representative, and to associated faculty who are appointed members of a committee. With agreement of a majority of the tenure-track faculty, associated faculty can be invited to vote on specific issues. The GEES representative can fully participate in all business of the faculty except matters of promotion and tenure. Staff and both associated and courtesy faculty members may attend faculty meetings and express their opinions and concerns on topics of discussion and may tender informal votes as indications of their views or those of their constituencies. Such informal votes will be recorded for inclusion in the minutes of the meeting but may not be included in the tally of the votes of the tenure-track and research faculty, unless specifically agreed to by the faculty, as described above.

Voting by proxy is not allowed. At any time, a faculty member may move to table any motion and may move subsequently to submit the tabled motion to an email ballot or a mail ballot (when secret ballot is required or requested). The announcement of the vote and ballot should include the final motion as decided by the quorum.

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

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

X Distribution of 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/policiesprocedureshandbook.html>. The information provided below supplements these policies.

A Tenure-track Faculty

Tenure-track faculty duties and responsibilities reflect the mission and goals of the Department, which include support of high quality, comprehensive programs in undergraduate and graduate instruction, generation and dissemination of knowledge, and service to the University and professional and public sectors. Each faculty member will maintain an active program in each of these areas, although the relative contributions to specific areas may vary among faculty members and through time. Instruction must be of high quality as judged by peer review and by evaluation of students. Likewise, research must be of high quality as judged by peer review, particularly through dissemination of knowledge by publication in respected journals and presentations at professional meetings, and by the generation of external funding. Each faculty member should serve the University, the public, and his/her profession. The following guidelines do not constitute a contractual obligation. Fluctuations in demands and resources in

the Department and College, and special circumstances of individual faculty members, may warrant temporary deviations from the guidelines.

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. During on-duty semesters, faculty members are expected to be available to interact with students and carry out service responsibilities, even though they may have no formal teaching obligations. On-duty faculty members who are off campus for extended periods of time must be on an approved Faculty Professional Leave or other approved leave (see section XIV of this document).

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 or director 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/conflict_of_commitment.pdf).

For criteria pertaining to promotion and tenure, and promotion reviews, see the department's Appointments, Promotion, and Tenure document.

1 Teaching

The Department teaches undergraduate and graduate students from throughout the University. Formal lecture-based courses (with or without laboratory experiences) and research-oriented seminars are offered to serve the needs of undergraduate and graduate students. Formal research courses and research advising and mentoring are offered on an individual basis to undergraduate and graduate students. In addition, tenure-track faculty are responsible for informal teaching and advising of undergraduates whenever appropriate. Tenure-track faculty serve on examination and thesis/dissertation committees of graduate students, both within the department and within the university at large; assist with manuscript review and development of grant applications by students; and mentor Graduate Teaching and Research Associates.

The expected level of teaching effort for tenure-track faculty on the Columbus campus with 100% full-time equivalent appointments is: two courses per year in EEOB or the Center for Life Sciences Education and participation annually in the EEOB 8894 seminar. Teaching of courses in interdisciplinary programs may substitute for the teaching of EEOB courses, with the agreement of the Department Chair.

Across the Department, then, Columbus tenure-track faculty will teach an average of two courses each year. The minimum and maximum number of courses taught per faculty member is anticipated to range between one and four.

Other instructional activities in which tenure-track faculty will participate include:

- Mentoring of graduate students in EEOB or other graduate programs;
- Mentoring of graduate students through service on research advisory/exam committees, supervising students doing laboratory rotations, and/or training students from other laboratories in techniques;
- Supervision and mentoring of undergraduate students; advising Honors

students; counseling applicants to graduate and professional school; preparation of letters of recommendation;

- Preparation, development, and revision of materials for use in course offering(s), including new research results;
- Supervision and mentoring of Graduate Teaching Associates;
- Recruitment of graduate students into EEOB or other graduate programs.
- Participation in peer evaluations of teaching.

2 Research

Scholarly research activities are essential to the continued development of all areas of the biological sciences, and they form an essential part of the Department's mission. All tenure-track faculty members are expected to develop and pursue an active, high quality program of research scholarship that will result in the following::

- Publication of papers, reporting on the results of original research, in high quality refereed journals;
- Publication of review papers, invited chapters in books, or books;
- Presentation of original research at national and international meetings, and invited seminars at colleges, universities, and research institutions.

Annual publication rate may vary for a number of reasons, but sustained productivity of high impact scholarship is an important measure of a faculty member's contribution to the Department's overall record of research excellence

Tenure-track faculty also will engage in:

- Preparation and submission of proposals to extramural granting agencies;
- Maintenance of extramural funding sufficient to support the research activities of the laboratory. Use of laboratory space and mentoring of undergraduate, graduate, and post-doctoral researchers carries with it the responsibility of securing such extramural funds.

Grants obtained from major agencies that rely on peer review demonstrate the ability to attract funding and are one indication of the quality of the research. Tenure-track faculty on the Columbus campus who operate active research laboratories are expected to secure and maintain extramural funding in support of their laboratories. While pursuit of any source of extramural support is encouraged, contributions towards indirect cost recovery by the College are important in meeting the Department's obligations.

3 Service

The service component of each faculty member's duties and responsibilities reflects the need for university scholars to contribute to university governance, professional organizations, and society as a whole, and to share in the intellectual and scholarly life of the University. All tenure-track faculty are expected to participate in the following types of service:

- Membership on committees and governance bodies at the level of Department, College, or University, serving as chair when appropriate;
- Significant involvement in professional societies and/or agencies, with the level of service increasing from Assistant Professor (e.g., *ad hoc* reviewer for professional journals and/or granting agencies, symposium organizer, society committee member) to Professor (e.g., editorial board member, agency panel member, elected officer of professional societies).

4 Departure from Expected Average Levels of Activity

The Department as a whole is judged by the University on the basis of its record of excellence in teaching, research, and service. The relative contributions of individual faculty to the overall Departmental effort in these areas may vary according to individual ability, career stage, or special opportunities. Typically, a tenure-track faculty member is expected to meet all teaching, research, and service duties and responsibilities as outlined in sections X.A, X.B, and X.C. Newly appointed, probationary faculty may receive lighter teaching and service assignments during a period of acclimation and start-up.

Departure from these expected levels of activity will be by negotiation between a tenure-track faculty member and the Department Chair. Reasons for departure from typical expectations include, but are not restricted to a faculty member's contributions to:

- research, as evidenced by exceptional extramural funding or outstanding research accomplishments;
- teaching, as evidenced by the presentation of exceptionally numerous, unusually time/effort consumptive and/or large-enrollment courses or an exceptionally large commitment in individualized teaching;
- service, as evidenced by participation on exceptionally responsible or time-consuming Departmental or University Committees or other forms of Departmental or University administrative duties.
- outreach or engagement, as evidenced by exceptionally time-consuming, professional efforts outside the University.

Because of the higher teaching loads and substantial reduction in research laboratory space and mentoring opportunities on regional campuses, regional campus faculty have a reduced responsibility in both the quantity of scholarly activity and the need to secure extramural research funds. Nonetheless, maintaining scholarly activity sufficient for advancement in rank on the regional campuses will typically require regular research publications and some extramural support.

5 Special Assignments

Information on special assignments is presented in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/policiesprocedureshandbook.html>. The information provided below supplements these policies.

Reasonable efforts will be made to provide special assignment opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department, and the need to assure that sufficient faculty are always present to carry out department work.

B Research Faculty

Research faculty members are expected to give the preponderance of their time to the research activities described above for tenure-track faculty.

C Associated Faculty Members

Compensated associated faculty members are expected to contribute to the university's mission via teaching, service, and/or research depending on the terms of their individual appointments.

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

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

In accordance with the guidelines in the college's Pattern of Administration, the course load for full-time lecturers is 4 courses per semester.

D Parental Modification of Duties

The Department of Evolution, Ecology, and Organismal Biology strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Arts and Science's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the college pattern of administration at (<http://oaa.osu.edu/governance.html>) for details.

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

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 assure 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 3335-8-16, <http://trustees.osu.edu/university/facultyrules>, will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent term. 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 terms of offering to assure that instructional expertise is always available for such courses.

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 and productivity and grouping staff functions to maximize efficiency.

Discretionary funds may become available to the Department through a variety of means, including marginal change in teaching or grant activity, release time funds, and development accounts. Responsibility for allocation of these funds resides with the Chair. Disbursement of such discretionary funds in excess of \$10,000 should be made only following consultation with the Advisory Committee. Allocation of these funds should be guided by the general principle that they are meant to enhance the department's mission generally, rather than being earmarked to individual faculty. Criteria for graduate student access to department travel awards are detailed in the EEOB graduate student handbook. Faculty requests for travel awards are evaluated by the Chair based on financial need, the nature of the scholarly goals of the meeting, and the availability of funds.

Grant funds awarded to individual investigators will not be micromanaged by the Department office. The Department Fiscal Officer will monitor the monthly Project Financial Summaries for OSP accounts and the monthly General Ledger statements for other types of grants. It is the responsibility of the Principal Investigators to work with OSP to manage their funds. The Department will become directly involved with a Principal Investigator's grant only if it appears to be in danger of running a deficit or in cases of academic misconduct.

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/policiesprocedureshandbook.html> and Office of Human Resources Policies and website <http://hr.osu.edu/policy/>. The information provided below supplements these policies and any articulated by the College of Arts and Sciences.

A Discretionary Absence

Faculty are expected to complete an Application for Leave form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular term is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence of ten or more consecutive business days.

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, <http://hr.osu.edu/policy/>.

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 the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/policiesprocedureshandbook.html>.

D Faculty Professional Leave

Information on special research assignments is presented in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/policiesprocedureshandbook.html>. The information provided below supplements these policies.

FPL proposals submitted by EEOB faculty are first reviewed by the Advisory Committee to evaluate their adherence to University rules and their scholarly merit. Of particular importance is 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. The Advisory Committee forwards its review and recommendation to the Chair. The chair will conduct a separate review and forward an overall recommendation to the dean.

XIV Supplemental Compensation and Paid External Consulting Activity

The university's policies with respect to supplemental compensation and paid external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/policiesprocedureshandbook.html>. The information provided below supplements these policies.

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

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

XV Financial Conflicts of Interest

The university's policy with respect to financial conflicts of interest is set forth in the Office of Research's Faculty Financial Conflict of Interest Policy, <http://orc.osu.edu/files/2013/02/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 or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

XVI Grievance Procedures

Members of the department with grievances should discuss them with the chair, who will review the matter as appropriate and either seek resolution 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/policiesprocedureshandbook.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/).

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/university/facultyrules>.

C Faculty Promotion and Tenure Appeals

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

D Sexual Harassment

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

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.

Graduate students who have grievances should seek a solution sequentially through discussion with the faculty advisor(s), the Graduate Studies Committee, and the department chairperson. If such discussions fail to provide a resolution, the grievance procedures established by the Graduate School should be followed. These procedures are published in the Graduate School Handbook <http://www.gradsch.ohio-state.edu/graduate-school-handbook1.html>.

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 <http://oaa.osu.edu/coam.html>).

F Code of Student Conduct

In accordance with the Code of Student Conduct (<http://studentaffairs.osu.edu/csc/>), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.

G Accommodations for Disabilities

Students and faculty who have grievances relating to **accommodations for disabilities** should follow University procedures: <http://www.ods.ohio-state.edu/>