

PATTERN OF DEPARTMENTAL ADMINISTRATION

Department of Entomology
College of Food, Agriculture, and Environmental Sciences
The Ohio State University

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I. Introduction

This document is an overview of the policies, procedures and practices defining the Patterns of Administration (POA) in the Department of Entomology (hereafter, “the Department”) in the College of Food, Agricultural and Environmental Sciences (CFAES or “the College”) at The Ohio State University (the “University”). This document should be viewed as a supplement to, and is not intended to conflict with, the Rules of the University Faculty (<http://trustees.osu.edu/university/facultyrules>), other rules and procedures published by the University, or those periodically updated by the Board of Trustees or the Office of Academic Affairs (OAA) as described in the OAA Policies and Procedures Handbook . (<https://oaa.osu.edu/policiesprocedureshandbook.html>). This document is subject to continuing revision based on faculty input and refinements in Department, CFAES, and University goals, and approval by the Dean and Vice-President of Agricultural Administration of CFAES (the “Dean”) and Provost and Executive Vice President (the “Provost”). At the beginning of each four-year term of the Department Chair (the “Chair”), either a revision or reaffirmation of this document will be made available to all present and prospective members of the Department, and a copy will be deposited in the offices of the Dean and Provost. A separate document entitled “Appointments, Promotion, and Tenure Criteria and Procedures” (APT), sets forth the criteria and procedures according to which recommendations are made concerning appointments, dismissals, salary adjustments, promotion in rank, and matters affecting the tenure of the faculty. Changes in any portion of this document will be circulated whenever necessary, and a revised edition of the total document will be published.

II. Department Mission

Mission Statement: The Department of Entomology develops and implements research, teaching, and outreach programs focused on the role and significance of insects in

managed and natural ecosystems, including their negative impacts as pests and positive impacts as providers of ecosystem services.

The Department of Entomology provides instruction in insect biology, ecology, and management at both the undergraduate and graduate levels. The Department also contributes liberally to undergraduate instruction in the Center of Life Science Education. Through its graduate program, the faculty in the Department train the next generation of scholars both in Entomology as well as in several interdisciplinary programs. Faculty engage in a continuum of applied and basic research in entomology and related areas, consistent with the mission of a major research-intensive, Land Grant university. Our emphasis in teaching and research is on arthropods. However, we use entomological knowledge to participate in the broader missions of the University. The service activities of Departmental faculty allow interactions with other scientists in academia, government agencies, and industry to promote the advancement of science in society. Departmental faculty members contribute to outreach and engagement activities both inside and outside the University. The Extension program of the Department provides information to stakeholders within the university, in Ohio, nationally, and internationally. In all of these areas of activity, the Department continually seeks to increase the quality of its endeavors. The Department of Entomology, thus, contributes to the University's Land Grant mission of attaining international distinction in research, classroom and extension teaching, and service, and all faculty members of the Department of Entomology are expected to engage in all three mission areas.

III. Academic Rights and Responsibilities

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

IV. Faculty of the Department

A. Types of faculty

In accordance with the Rules of the University Faculty, the Department may appoint persons to faculty positions defined as tenure-track, clinical (professional practice), research, and associated on full or part-time appointments, with or without salary. Details on departmental guidelines and procedures regarding appointment, promotion, and tenure of faculty are found in the Department's APT document (see <http://oaa.osu.edu/governance>).

1. Tenure track faculty. Tenure track faculty include those persons with titles of Professor, Associate Professor, Assistant Professor, or Instructor who serve on appointments totaling 50% or more service to the University. Rules applying to tenure-track faculty are described in Chapter 6 of the Rules of the University Faculty. A tenure-track faculty member may hold a non-salary courtesy appointment in another TIU or joint appointments in another TIU.

2. Research faculty. Research faculty appointments are fixed term contract appointments that do not entail tenure. Research faculty are researchers and shall be engaged in research related to the mission of the Department. Titles will be Research Assistant Professor, Research Associate Professor, and Research Professor. Rules applying to research faculty are described in Chapter 7 of the Rules of the University Faculty. Research faculty may vote in all matters of departmental governance except tenure-track and clinical appointment, promotion, and tenure decisions.

3. Clinical (professional practice) faculty. Clinical-faculty serve under fixed term contracts and are not eligible for tenure. Clinical faculty are teacher/practitioners and shall be engaged primarily in teaching activities related to courses or instructional situations involving professional skills. Clinical- faculty titles in CFAES are Assistant Professor of Professional Practice, Associate Professor of Professional Practice, and Professor of Professional Practice. Rules applying to clinical faculty are described in Chapter 7 of the Rules of the University Faculty. Clinical faculty may vote in all matters of departmental governance except tenure-track appointment, promotion, and tenure decisions.

4. Associated faculty. Associated faculty include compensated and non-salary faculty who serve the Department in some significant capacity but are not in tenure-track, research, or clinical positions at the University. In the Department, compensated associated faculty who are hired to perform a specific service may include visiting faculty on leave from other academic institutions, lecturers, or adjunct faculty. Non-salary associated faculty may include visiting faculty on leave from other academic institutions and adjunct faculty.

a. Adjunct faculty include scientists and other allied professionals who contribute in a significant way to the academic work of the Department. Adjunct faculty will hold titles of Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor. Adjunct faculty are non-voting members of the faculty. Adjunct faculty will be expected to have substantial involvement in the academic work of the Department, including such activities as participation or substantial collaboration in departmental research programs, student advising, seminar or guest lecture presentation, departmental committee service, and/or appropriate outreach and engagement activities. Criteria for the promotion of adjunct faculty members are the same as for promotion of tenure-track faculty.

b. Visiting faculty titles shall be used to confer faculty status on individuals who have credentials comparable to faculty of equivalent rank at another institution and who spend a limited period of time on formal appointment and in residence at this institution for purposes of participating in the Department's academic activities. Visiting faculty titles will be commensurate with the academic title of the visiting faculty member's academic institution. Visiting faculty may have appointment terms of up to 36 months.

c. Lecturers, senior lecturers, and faculty with tenure-track titles on less than 50% FTE appointments may be contracted for specific and limited service to the Department as detailed in their letters of offer.

5. Emeritus faculty. Emeritus faculty are those who have retired after serving as tenure-track, clinical, research, or professional practice faculty members in the Department and who, upon retirement, have requested and were recommended for emeritus status by the Chair, the Dean, and the Provost. They hold non-salary appointments. Emeritus faculty are invited to participate in departmental activities and programs. Members of the emeritus faculty who continue to be active professionally will be provided Departmental facilities and services where available. The Department will provide space and services in proportion to the assistance and services rendered. However, in all cases, the provision of office space, lab space, administrative support, office supplies, computer use and other departmental resources is strictly at the discretion of the Department Chair.

6. Courtesy faculty. Faculty members from other TIUs may be given appointments as courtesy faculty in the Department if they are substantially involved in the academic work of the Department. Courtesy faculty are encouraged to participate in other departmental activities and programs.

B. Voting faculty

The faculty eligible to vote on matters before the Department or vote during departmental meetings will be limited to members with tenure-track, clinical (professional practice), or research appointments with the Department as their TIU. Associated and emeritus faculty are encouraged to attend faculty meetings and participate in all departmental activities but are not accorded voting rights.

C. Graduate faculty

Chapter 5 of the Rules of the University Faculty covers membership of the Graduate Faculty, powers and responsibilities, and meetings. Section XV of the Graduate School Handbook provides specific information about Graduate Faculty eligibility, responsibilities, and nomination procedures. Members of the Graduate Faculty, depending on their appointment category, may act as advisors to graduate students enrolled in graduate programs of study and may serve as members of graduate student advisory committees (SAC).

V. Organization of Department Services and Staff

The Departmental mission is supported by resources provided through the College of Food, Agricultural and Environmental Sciences (FAES), including the Ohio Agricultural Research and Development Center (OARDC) and Ohio State University Extension (OSUE). The Department is administered by a Chair and an Associate Chair.

Faculty, staff, and students in the Department of Entomology are based on the Columbus and Wooster campuses, and the Department maintains offices on each campus. Historically, the Chair has been located on one campus and the Associate Chair on the other, where they provide local administration, respectively. The departmental fiscal officer is located on the Wooster campus and reports to the Chair. An office associate located on each campus also reports to the Chair, and provide general office administrative services to the Department as a whole, as well as administrative support for personnel in their respective location.

VI. Department Administration

Departmental policy and program decisions are made in a number of ways: by the tenure-track faculty as a whole, by standing or special committees, 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. By university rule, research and professional practice faculty can participate in college or academic unit governance if a majority of tenure track faculty in the unit approve such participation.

Research faculty, practice faculty, associated faculty, emeritus faculty, research scientists, and tenure-track faculty in other departments with courtesy or joint appointment in the Department of Entomology may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter, unless authorized to do so by the Department Chairperson within the confines of appointments to specific committees and/or otherwise permitted within this Pattern of Administration.

A. Chair

The primary responsibilities of the Chair are set forth in Faculty Rule 3335-3-35. This rule requires the Chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure (the Appointments, Promotion and Tenure document).

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

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

- To plan with the members of the faculty and the Dean of the College a progressive program; to encourage programs of research, outreach, and teaching.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both University and Department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their Department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty to the appropriate Dean(s), in accordance with procedures set forth in Faculty Rule 3335-6 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.

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 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. Other administrative positions

The Associate Chair assists the Chair in overall Departmental administration and provides direct, daily supervision of activities in their respective location (Wooster or Columbus). Generally, when the Chair is located in Columbus, the Associate Chair is located in Columbus, and vice versa. The Chair also appoints a faculty member with a

significant Extension appointment to assist in the coordination of OSUE activities. Both serve on a year-to-year basis and are appointed by the Chair.

C. 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 Promotion and Tenure Committee.

Several Departmental committees assist the Chair in formulating and implementing administrative policies. All faculty members are eligible for service on these committees except the Promotion and Tenure Committee, whose membership is limited to tenured Associate Professors, Professors, and under conditions specified in the departmental Appointments, Promotion, and Tenure document, Professor of Practice. The seven standing committees and their duties are:

- Administrative Advisory and Planning: provide advice and consultation to the Chair on Departmental administration and strategies for the future.
- Promotion and Tenure: administrative services for promotion and tenure reviews.
- Awards: identification and sponsorship of appropriate faculty, staff and students for local, national and international recognition.
- Curriculum: teaching program and related issues.
- Graduate: admissions and training of graduate students and related issues.
- Seminar: development and administration of a regular program of intramural and extramural speakers on current research and teaching issues in entomology.
- Undergraduate academic affairs: oversight of the undergraduate program, including recruitment, retention, student life, academic opportunities, undergraduate scholarships, and other issues related to the undergraduate program that are not explicitly related to curriculum and teaching program.

The Chair, in consultation with the Associate Chair, appoints faculty, and where appropriate, staff, and students to the committees annually, and selects the chair of each committee. Except for the Administration Advisory and Planning Committee and the Promotion and Tenure Committee, each has a graduate student representative that is elected by their peers. One-year terms commence each fall, with eligibility for reappointment, with the exception of chairs of the Promotion and Tenure and Graduate Study Committees, which are appointed for three year terms. *Ad hoc* committees are created to carry out specific, irregularly occurring tasks such as faculty searches.

Deliberations and recommendations of these committees are brought before the faculty at regularly scheduled or special meetings.

Committee business is subject to Robert's Rules of Order. With the exception of the Promotion and Tenure Committee, for which absentee votes are prohibited by University rule, each committee will set their policy regarding the acceptability of absentee and email votes. With the exception noted below, any person appointed to a standing or *ad hoc* committee by the Chair has voting rights on that committee.

Research and professional practice faculty are not eligible to serve on the Promotion and Tenure Committee, or to vote on the appointment, promotion, or tenure of tenure-track faculty. However, research and professional practice faculty are eligible for appointment to other standing committees of the Department, and have voting privileges on standing committees and in faculty meetings except as indicated above. Furthermore, professional practice faculty may serve on the promotion and tenure committee when reviewing professional practice or research faculty candidates. Also, professional practice faculty may serve on the faculty senate if the college faculty vote to include them. Research and professional practice faculty are eligible to serve on University committees and task forces but not on University governance committees (as set forth in Rule 3335-7-37).

VII. Department Meetings

The Chair will provide to the faculty a schedule of Department 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 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 e-mail 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. The Chair is responsible for archiving the minutes of faculty meetings.

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 eligible to vote, including the Chair. Matters brought to the faculty for a vote on all issues other than Promotion and Tenure will be decided by a simple majority vote of the voting faculty present, provided a quorum is in attendance. A member of the voting faculty on Special Assignment may be

excluded from the count for the purposes of determining quorum only if the Chair has approved an off-campus assignment.

All Tenure-track, Research, and Professional Faculty are eligible to vote on Departmental issues except those pertaining directly to the graduate program, whereupon voting is limited to members of the Graduate Faculty. A nonvoting Graduate Student representative and a nonvoting staff representative are invited to all Departmental meetings.

Either the Chair or one-third of all faculty eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least 51% of all faculty eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting.

When a matter must be decided and a simple majority of all faculty 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. The Chair and Associate Chair, as appropriate, consult individual faculty privately on sensitive matters such as personnel and salary decisions.

VIII. Department Faculty Teaching Load Policy

All faculty members in Entomology are expected to contribute to classroom and individualized teaching, including graduate advising. Faculty members in Entomology teach courses in Entomology and in other Departments at the undergraduate and graduate levels. Formal research courses, as well as research advising, are offered on an individual basis to both undergraduates and graduates. In addition, Entomology faculty members advise graduate students and may participate in formal courses in Interdisciplinary Graduate Programs. Finally, Entomology faculty members serve on examination and thesis/dissertation committees of graduate students, assist with students' manuscript reviews and grant applications, and mentor Graduate Teaching Associates, all of which contribute to our instructional effort.

The expected normal level of effort in instruction will be determined by the Chair in conjunction with the Associate Dean of Academic Affairs in the College of FAES. The expectation will vary according to the percent instructional appointment. Deviations from the prescribed norm are appropriate under certain special circumstances such as:

- A faculty member who generates extraordinary levels of extramural research funding and who supervises a large research group which includes graduate

students may have reduced classroom-teaching assignments. However, a concomitant increase in individualized instruction of undergraduate and graduate students is expected.

- A faculty member who takes on a major committee or other service assignment may be exempted from some teaching duties.
- A faculty member who is granted a Special Assignment (SA) may have a reduced teaching load.
- Probationary faculty may have a reduced teaching load during their first few years to facilitate setting up a lab and obtaining funding for their research.

XI. Policy on Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities, according to the OAA Policies and Procedures Handbook. The information provided below supplements these guidelines.

A. General departmental guidelines

The Department Chair is responsible for ensuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that the departmental workload is distributed equitably among faculty. While faculty are expected to exercise self-determination in conducting their research or other scholarly activities, the Chair assigns teaching responsibilities and, except for elected positions, makes appointments for departmental service. In making these assignments, the Chair must balance the needs of the Department with the preferences of the faculty member within the context of the Department's policy on faculty duties and responsibilities described below. Fluctuations in demands and resources in the Department and College and the individual circumstances of faculty members may warrant temporary deviations from the policy.

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, to the extent possible, will be taken into account in considering a faculty member's total workload. However, fairness to other faculty and the Department's need to meet its programmatic obligations may become issues when a faculty member seeks relief from departmental obligations in order to devote considerable time to personal professional interests that may not contribute to departmental goals. The Chair may decline to approve such requests when approval is not judged to be in the best interests of the Department.

Faculty members are expected to be available for interaction with students, service assignments, and other responsibilities even if they have no formal course assignment that term. Other than when on vacation or sick leave, faculty members should not be away from campus for extended periods of time unless on an approved leave.

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>).

B. Tenure track faculty

Every tenure track faculty member of the Department is expected to contribute in the areas of instruction (classroom and / or extension), research, and service. The faculty of the Department consists of a mix of individuals holding 9- and 12-month appointments with varying proportion of teaching, outreach, and research responsibilities. Details of each faculty member's contribution to teaching, outreach, research and service are negotiated annually and duties are assigned as appropriate to each individual's appointment.

Teaching expectations are outlined above in the section on Department Faculty Teaching Load Policy.

All tenure track faculty members are expected to maintain a focused research program consistent with Departmental mission and goals. It is expected that each faculty member will regularly publish research results in high quality, peer-reviewed journals, give presentations at national and international meetings, and present scholarly seminars in their area of expertise. All faculty members are expected to seek and obtain extramural funds to support their research effort. Funds from agencies that subject proposals to peer review are especially valued. Faculty with a salaried OARDC appointment are expected to be co-investigator on at least one Hatch or McIntire-Stennis project, and to communicate their research findings to appropriate user groups.

Tenure track faculty members are expected to participate on Departmental, College and University committees and to have significant involvement in professional societies and or agencies. In addition, serving as an *ad hoc* reviewer for journals or granting agencies as well as serving as an editor, editorial board member or on a review panel is a valued service activity. It is expected that the level of service and degree of responsibility will increase with the seniority of the faculty member. Entomology faculty members are expected to be responsive to and interact with the public.

Tenure-track faculty members with a formal OSUE appointment are expected to develop appropriate educational programs and materials for their clientele. The level of involvement in such programs is a function of the percentage Extension appointment.

The section on Faculty Duties and Responsibilities does not constitute a contractual obligation. Fluctuations in instructional demands and the individual circumstances of a faculty member may warrant deviations from this policy.

A Special Assignment (SA) releases a tenure-track faculty member from some regular duties for a period of up to one full semester so that he or she may concentrate on a unique research, service, or teaching endeavor or invest in a relatively brief professional development opportunity. An SA request requires approval by the Chair, and recommendation of approval to the Dean is contingent on the needs of the Department during the term of the SA. An SA may be completed on campus or away from campus; however, faculty members on SAs are expected to make arrangements to participate in personnel meetings and to advise graduate students. Additional information is available through the OAA Policies and Procedures Handbook.

C. Professional practice faculty

Professional practice faculty members are expected to contribute to the University's mission via teaching and service. Service expectations are similar to those for the tenure-track faculty. Professional practice faculty are expected to contribute to the Department's teaching in courses or instructional situations involving live clients, courses or instructional situations involving the simulation of live clients, or courses or instructional situations involving professional skills. The standard teaching assignment for full-time professional practice faculty members is seven courses per academic year; however, teaching is broadly defined to include formal classroom teaching, undergraduate and graduate student advising, and extension outreach activities. The amount of time devoted to each of these activities depends on the needs of the Department as determined by the Chair. Specific expectations for each Professional practice faculty member will be written in the letter of offer.

D. Research faculty

Research faculty members are expected to contribute to the university's mission via research and service. Service expectations are similar to those for the tenure-track faculty. Research expectations are similar to those for the tenure-track faculty, albeit proportionally greater because 100% of effort is to be devoted to research. Specific expectations will be spelled out in the letter of offer. In accord with Faculty Rule 3335-7-34, research faculty members may participate in educational activities in their areas of expertise following approval by a majority vote of the tenure-track faculty; however, research faculty may not engage in the same instructional activities as tenure-track faculty over an extended period of time.

E. Associated faculty

Compensated associated faculty members are expected to contribute to the university's mission via teaching 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.

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

F. Terms of duty

According Faculty Rule 3335-5-07, full-time faculty members are expected to be on duty for an average of 19 working days a month, excluding University holidays and semester breaks. Faculty on 12-month appointments accrue vacation days and are on duty on all working days except for the days designate as vacation days. Faculty members on 9-month appointments do not accrue vacation days and are on duty for 19 working days a month averaged over a 9-month period, typically from August 15 to May 14.

X. 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 3335-8-17 (<http://trustees.osu.edu/rules8/ru8-16-17.php>) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent quarter.

XI. Allocation of Department Resources

The Chair is responsible for the fiscal and academic health of the Department, and for assuring that all resources - fiscal, human, and physical - are allocated in a manner that will optimize achievement of Department goals.

The Chair will discuss the Department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on allocation of Departmental resources rest with the Chair.

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

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

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

XII. Leaves and Absences

The University's policies and procedures with respect to leaves and absences are set forth in the OAA Policies and Procedures Handbook and the Office of Human Resources policies page. The Department follows these University policies fully and has no special policies regarding leaves and absences.

A. Discretionary absence

Faculty are expected to complete a travel request or 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 semester is substantial. Faculty Rule 3335-5-08 requires that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days and must be requested in the Application for Leave form.

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. See OHR Policy 6.27 for details: <http://hr.osu.edu/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 OHR Policy 6.45. The information provided below supplements these policies. Being in an unpaid status does not constitute approved unpaid leave. Requests for unpaid leaves must be made in writing and approved by the staff or faculty member's immediate supervisor, as appropriate, and the Chair. Approval

implies that the position and its funding will be available to the faculty or staff member upon her/his return to duty, subject to the Reduction in Force Policies 9.15 and 9.20.

D. Faculty professional leave

Information on faculty professional leaves (FPL) for the purpose of professional development of tenure-track faculty is presented in the OAA Policy on Faculty Professional Leaves. The information provided below supplements these policies. Proposals for FPL should be presented in writing to the Chair at least three months before the start of the proposed leave to allow time for required approvals. Approval will be based on the following criteria: 1) the FPL will enhance the research or pedagogical skills and knowledge, or the administrative skills and knowledge, of the faculty member; 2) the goals and outcomes of the FPL are aligned with the mission of the Department; and 3) the faculty member agrees to submit a detailed report of her/his accomplishments during the FPL to the Chair by the time of the annual program review. 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.

XIII. Supplemental Compensation and Paid-External Consulting Activity

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation. Information on paid external consulting is presented in the University's Policy on Faculty Paid External Consulting. 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.

XIV. Financial Conflicts of Interest

Information on faculty supplemental compensation is presented in the University's Policy on Faculty Financial Conflict of Interest. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper

influence upon a faculty member or administrator's professional judgment in exercising any University duty or responsibility, including designing, conducting or reporting research.

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

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

XV. 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 (see the OAA Policy and Procedures Handbook).

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.

B. Faculty misconduct

Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in the Rules of the University Faculty

C. Faculty promotion and tenure appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05:

D. Sexual misconduct, sexual harassment relationship violence

The University's policy and procedures related to Sexual misconduct, sexual harassment relationship violence are set forth in OHR Policy 1.15.

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.

F. Code of Student Conduct

In accordance with the Code of Student Conduct, faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct.