

PATTERN OF ADMINISTRATION
FOR
THE DEPARTMENT OF MOLECULAR AND CELLULAR BIOCHEMISTRY

INTRODUCTION

This document provides a brief description of the Department of Molecular and Cellular Biochemistry 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 subject to approval by the college office and the Office of Academic Affairs.

DEPARTMENT MISSION

The Department of Molecular and Cellular Biochemistry has the mission of teaching, service and research in biochemistry and molecular biology, with the field being defined broadly in each area in terms of the contents of the Journal of Biological Chemistry (the organ of the American Society of Biochemistry and Molecular Biology). The research component consists essentially of the individual research programs of the Department faculty. The teaching component includes the biochemistry/ molecular biology/nutrition portions of the medical, dental and allied medical sciences programs as well as graduate training of Ph.D. students (both formal coursework and research training). Service includes work at the national and local levels in relation to professional societies and journals, peer review for granting agencies, as well as administrative service on Departmental, college and University committees. A major goal of the Department is to enhance its performance in each of these three principal areas of endeavor.

FACULTY

The voting faculty consists of all regular tenure track faculty members who have at least a 50% appointment in the Department of Molecular and Cellular Biochemistry. The faculty for whom the Department serves as tenure initiating unit (TIU) but lacking a 50% appointment may participate fully in Departmental administrative procedures and decisions, but may not vote on matters of promotion and tenure except as defined by university. Regular research track faculty, Individuals with courtesy appointments (primary appointments in another Department with no salary support from the Department of Molecular and Cellular Biochemistry) and auxiliary faculty may not vote in matters of Departmental governance or policy. All regular track faculty members may be members of the graduate faculty as approved by the various graduate trainee programs.

DEPARTMENTAL ORGANIZATION

Departmental staff members include an administrator, a human resource specialist/education assistant, a fiscal officer, an assistant to the Chair, and a facilities and equipment manager. These staff are under the direction of the Chair with day-to-day management by the administrator. Services available or provided to the faculty include personnel management, purchasing of equipment, preparation of reports (e.g. annual reports, promotion and tenure dossiers), equipment repair, laboratory setup or remodeling, computer assistance, and assistance with grants.

OVERVIEW OF DEPARTMENTAL ADMINISTRATION & DECISION-MAKING

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

DEPARTMENT ADMINISTRATION

DEPARTMENT CHAIRPERSON

In accordance with Faculty Rule 3335-3-35 regulating Chairs of Departments, the Chair of the Department of Molecular and Cellular Biochemistry shall be the administrative head of the Department. The Department Chair performs a dual function. In addition to being the administrative head of the Department, the Chair represents the faculty of the Department in dealing with the dean or others in the university administration. Upon the nomination by the president, the board of trustees shall appoint each Chair for a term of four years subject to the annual review provisions of rule 3335-1-03 of the Administrative Code. A Chair shall be eligible for reappointment. In selecting a Chair, the president shall confer with the dean of the college involved. The dean, in turn, will consult with the faculty of the Department, as well as other appropriate university officials. The president shall give substantial weight to faculty recommendations in reaching a decision regarding a nomination or recommendation for reappointment. The Chair reports to the dean of their college.

The president may remove a Chair during a four-year term after consultation with the voting faculty and dean of the unit involved. The views of the faculty shall be given substantial weight in arriving at any decision to remove a Chair from office.

The duties of the Chair of the Department of Molecular and Cellular Biochemistry shall be as follows:

(1) To have general administrative responsibility for its program, subject to the approval of the dean of the college.

(2) To develop in consultation with the faculty a pattern of administration. This pattern of administration shall be made available to all present and prospective members of the faculty of the Department -, and a copy shall be deposited in the office of the dean of the college and in the office of the executive vice president and provost. For purposes of defining minimum content, the following shall be included in the pattern of administration:

(3) To provide a schedule of all regular faculty meetings (see rule 3335-5-18 of the Administrative Code) to all faculty members before the start of each quarter, semester, or session.

(4) To maintain minutes of all faculty meetings and to maintain records of all other actions covered by the pattern of administration.

(5) To consult with the faculty as a whole on all policy matters, and that such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole.

(6) To recognize in principle the presumption favoring majority faculty rule on all matters covered by the pattern of administration. Whenever the majority faculty rule is not followed, the Department Chair shall explain the reasons for the departure to enhance communication and to facilitate understanding within the Department. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the decision of the majority of the faculty, the decision of the Department Chair, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for faculty to comment.

(7) To consult with the faculty in the initiation, review and selection of new faculty members for appointment.

(8) To explain how faculty duties and responsibilities in instruction, scholarship, and service are to be assigned and distributed equitably.

(9) To prepare, after consultation with the faculty and in accordance with the pattern of Departmental administration, a statement setting forth the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the office of the dean of the college and in the office of the executive vice president and provost. At the beginning of each four-year term of the Chair, the members of the Department, the office of the dean of the college, and the office of the executive vice president and provost shall receive either a revision or reaffirmation of the original statement.

(10) To operate the business of the Department with efficiency and dispatch.

(11) To plan with the members of the faculty and the dean of the college a progressive program.

(12) To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.

(13) To evaluate faculty members periodically in accordance with criteria approved by the board of trustees and subject to instructions from the executive vice president and provost, and also according to such supplemental criteria as may be set up by the Department.

(14) To inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their tenure initiating unit and to place in that file a response to any evaluation, comment or other material contained in the file.

(15) To recommend to the dean of the college, after consultation with the faculty, appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty.

(16) To encourage research and educational investigations.

(17) To see that all faculty, 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.

(18) To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

(19) To prepare annual budget recommendations for the consideration of the dean of the college.

(20) 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.

COMMITTEE STRUCTURE

Some Departmental decisions are made through committees and approved by the Chair. These include recommendations for initial recruitment of faculty, and Promotion and Tenure Committee (P & T). These committees are appointed by the Chair, usually in consultation with the faculty. The following list provides more details.

There are two Promotion and Tenure Committees, a senior committee consisting of tenured Full Professors and a full committee that consists of all tenured Full and Associate Professors. The Senior Committee considers promotion of Associate Professors to the rank of Full Professor whereas the other committee considers promotion of Assistant Professors to the rank of Associate Professors. The Chair and vice-Chair are the same for both of the committees and are appointed by the Chair of the Department of Molecular and Cellular Biochemistry to a term of 4 years. These committees serve as a resource to faculty with questions on promotion and tenure issues; however, the Chair of the committee is responsible for directly assisting candidates for tenure and/or promotion in completion of the dossier. The full committee also conducts annual evaluations of untenured faculty assessing their yearly progress toward promotion and tenure, and provides feedback and guidance for further faculty development. All committee members critically review the dossier of all promotion and tenure candidates in which Molecular and Cellular Biochemistry serves as the tenure initiating unit. Committee members vote on these issues. The committee Chair summarizes dossiers that are presented in consideration of reviews for promotion and/or tenure, but does not make a decision for, or a recommendation to, the P& T committees. The full committee also reviews all faculty applicants on an annual basis for appointment or reappointment for adjunct or joint appointments within the Department. This committee is also responsible for the creation, maintenance, or updating of the Departmental P & T document.

The Departmental Advisory Committee for Faculty Recruitment is appointed by the Department Chair. Every effort is made to include female and minority representation. This committee meets with each faculty candidate, gathers input from other faculty who have interviewed prospective

recruits, and provides written or oral recommendations to the Department Chair. Following discussion and obtaining a majority vote at the faculty meetings, the Chair forwards the decision to the Senior Associate Dean for Academic Affairs and the Dean for further action.

Faculty Council and School of Biomedical Science Representative: The entire faculty elects a representative to attend the College of Medicine Faculty Council. The term of service is for two years and begins on July 1st in even-numbered years. An alternate Faculty Council Representative is elected to attend meetings in situations in which the representative cannot attend.

Peer Review of Teaching: The Chair selects a Chair and committee members to ensure that all Departmental faculty receive annual peer reviews on their teaching efforts. These appointments are for one year. The committee provides written feedback on teaching efforts in a timely manner, meets with the faculty to discuss how teaching can be improved, and submits the written report to the chair for inclusion in the faculty member's file and dossier for promotion and tenure.

Ohio State Biochemistry Graduate Program: The Chair selects a representative and alternate to represent the Department of Molecular and Cellular Biochemistry in this graduate program. These appointments are for an annual basis and may be renewed.

Seminar and Journal Club: The Department Chair appoints a Chair and committee member to schedule speakers and presentations for each year.

OSHA / Safety: The Department Chair appoints an individual to serve as the Departmental contact with the College and University on these issues.

Education Committee: The Department Chair appoints a Chair and committee members to provide advice on curriculum course structure and process questions related to teaching at the professional, undergraduate, and graduate levels.

Space Committee: The Department Chair annually appoints a Chair and committee members to advise him in assignment and uses of Departmentally-held space following guidelines outlined below.

FACULTY MEETINGS

The Chairperson of the Department will schedule meetings of the faculty on a regular basis. All regular faculty meetings will be held once a month from 9:00 - 10:30 A.M., usually on a Wednesday, at a location in the Department announced by the Chair. The Chair establishes an agenda for each meeting and asks the faculty to recommend additional items for consideration. The Chair of the Department will maintain the minutes of these meetings, as well as records of all other actions covered by the patterns of administration. Attendance is required. Business can be brought up from the floor and suggestions made about Departmental policy. The Chair or his /her designee presides at the meeting. The structure is informal by mutual agreement. All Department faculty are required to attend the faculty meeting.

The Chair will consult with the faculty as a whole on all matters of policy. Whenever practicable, this consultation will be undertaken at a meeting of the faculty as a whole. The Department recognizes in principle the presumption favoring majority rule on all matters covered by the pattern of administration. Decisions are usually made by consensus, compromise, or Chair's decision with tacit consent of the faculty. The Chair brings policy matters to these meetings for faculty consultation, and these are usually decided by a simple majority vote. All regular faculty (50% or greater appointment on the tenure track) have a vote on academic matters. When majority rule is not followed on policy matters, the Chair explains at a faculty meeting and in writing the reason for departing from majority wishes. Where possible this explanation will be provided before the departure occurs. The explanation will outline the decision of the majority of the faculty, the decision of the Chair and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, before a faculty meeting at which the decision will be discussed, with an opportunity provided for faculty to comment in writing.

FACULTY DUTIES & RESPONSIBILITIES POLICY

The Chair is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that Departmental workload is distributed equitably among faculty. While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the Chair assigns teaching and in most cases 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.

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, should 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 in a particular quarter, with the exception of summer quarter for those faculty with 9 month appointments. Faculty members should not be away from campus for extended periods of time unless on an approved Special Research Assignment (SRA).

Faculty Rule 3335-5-08 requires that absence from campus for more than ten days (not necessarily ten contiguous days) during a quarter be approved by Chair, dean, and provost. Every Department, college without Departments, and regional campus must have a written policy for the equitable assignment and distribution of faculty duties and responsibilities. Faculty Rule 3335-3-35 requires that such a policy be a part of the academic unit's pattern of

administration. The Office of Academic Affairs established the required minimum content of these policies to be the following:

FACULTY WORKLOAD POLICY

The Department administration uses the following guidelines to ensure that comparable and equitable duties are assigned to faculty members (tenured or tenure-eligible). This policy recognizes that all faculty members are expected to have responsibilities in teaching, research and service, and that the distribution of these responsibilities will vary among faculty. Fluctuations in instructional demand, Departmental resources and particular circumstances may necessitate modification of this policy. It is understood that completion of expected responsibilities does not constitute meritorious performance. Evaluation of meritorious performance requires demonstrable achievements which substantially exceeds the expectations for a faculty member.

The nature of activities subsumed under the areas of responsibility and criteria for evaluation (teaching, research, service) are fully delineated in the Departmental Appointments, Promotion and Tenure guidelines. Teaching includes formal didactic lectures to medical, dental, graduate and undergraduate students, small group discussions to medical students, and training of pre- and post-doctoral fellows. Teaching also includes curriculum planning and development.

Service may include administrative (committee) work for the Department, college, or university, service to the faculty member's profession, or service to the community. Scholarly activity includes generation of new knowledge or creative work which may include publication of original work in peer reviewed journals, obtaining external peer-reviewed funding for research, books, or book chapters, creation of new teaching techniques, invited presentations and/or data presentations at national or international meetings.

Teaching

This will include formal lectures, lecture preparation, and training of pre- and postdoctoral students. Teaching will be approximately 33% of the average workload, but may range from 25-60% depending on the particular faculty member's specific assignments. The proportion of time dedicated to teaching may fluctuate throughout the year.

Scholarly Activity

All tenured and tenure-eligible faculty are expected to have a significant commitment to scholarly activity and to make consistent efforts to obtain and maintain external support for their research program. Faculty are expected to budget adequate release time in grant applications to cover the realistic amount of time expected to be spent on the research project. Faculty are expected to be principal investigator on certain grants, and may be collaborators on the grants of other faculty. The average time allocated to scholarly activities will be approximately 50%. The proportion of time spent in research may be influenced by obtaining release time through externally funded grants.

Service

Faculty will spend approximately 15-25% of time on service related activities. The amount of time may vary throughout the year on the basis of other responsibilities of the faculty member.

FACULTY PERFORMANCE REVIEWS

The Chair will meet individually on an annual basis with all regular tenure-track faculty to review and discuss the faculty members performance and to review longer term plans and goals. The faculty member's performance over the previous year will be reviewed in all components of faculty responsibility including teaching, research, and service. This meeting will also review the proposed work assignment for the next academic year, including a discussion of any proposed change in assignment. The faculty member will have the opportunity to offer information regarding current and/or future work assignments. Following the meeting, the faculty member will receive written feedback regarding current performance and the proposed future goals. Areas of needed improvement will be specifically delineated as well as suggested steps proposed to resolve areas of weakness. The annual performance review will be based on expectations outlined in the previous performance evaluation (a letter of offer in the case of the initial year of service). Salary recommendations will be based on the evaluation of performance of the stated goals and expectations.

All faculty members will have the opportunity to respond in writing to the written feedback regarding their performance.

FACULTY SALARY INCREASES

A. Procedure

Faculty salary increases are necessarily constrained by University and Departmental budgets and by the University and College guidelines, which are revised annually. Within these constraints, recommendations are made by the Department Chair, considering the academic productivity of the individual faculty.

B. Criteria

Because different faculty members make their maximal contributions in different ways, the criteria need to be flexible at the Chair's discretion while keeping in mind the needs of the Department.

Teaching will be evaluated on the basis of anonymous evaluations by students, evaluations by another colleague (peer evaluations), teaching awards, and a personal collegial evaluation by the Chair. The quantity of teaching (lectures, seminars, courses, graduate and post doctoral training) is also an important parameter.

Research productivity will be evaluated on the basis of grants obtained, the number and quality of proposals submitted, the number and quality of publications with emphasis on quality, and the faculty member's current research activities (individual and collaborative) as known to the Chair.

Service to be evaluated for purposes of university salary consists of intramural service that includes membership on Departmental, College or University committees, task forces, or other administrative bodies, Departmental administration, organization or coordinating of courses or other educational programs, and service to the community through public lectures, and extramural services that include membership on editorial boards of journals, study sections/review panels, and on advisory boards.

Fiscal issues: In the current era of diminished resources available to the University, College and Department it is imperative that the Department operate in a fiscally sound manner in order to

maintain programs, and to expand into new areas of service delivery. Therefore it is incumbent that each faculty member be aware of the fiscal constraints under which the Department operates, and that each faculty member ensures that they work toward meeting their obligations to support the fiscal stability of the Department and its programs. It is recognized that this may be accomplished in different ways depending upon the nature of duties of the individual faculty members. Each faculty's overall activities will be taken into consideration in the global assessment of their performance.

ALLOCATION OF RESOURCES

RELEASE TIME POLICY

All faculty members submitting research applications to sponsors that permit requests for release time (salary recovery) are required to include in the budget a proportion of release time that is equivalent to the extent of time that is expected to be devoted to the research. These funds must comply with the Salary Recovery Policy of the College of Medicine. Those funds returned by the College to the Department will be used for 1) payment of Departmental expenses and 2) the investigator who generated these funds. The Chair annually reviews Departmental needs and, in consultation with the faculty, establishes the yearly percentage allocation of these funds between Department and Investigator. Investigator accounts may be used for educational, service or research activities at the discretion of the investigator. The Chair, with the approval of the dean and OAA, may use non-OSURF funds for bonuses to reward outstanding research accomplishments.

POLICY FOR ASSIGNMENT AND RETENTION OF RESEARCH SPACE

Purpose: Outline policies for the maximal and efficient use of all new and existing Molecular and Cellular Biochemistry department space. This encompasses all space directly assigned to the department; currently, this includes all departmental space located in Hamilton Hall. The department has the responsibility of establishing benchmarking principles for utilization of departmental space consistent with college of medicine guidelines. Such benchmarking will occasionally mandate re-assignment of space based on evolving circumstances including 1) new faculty recruitment and 2) increased or decreased funding of existing faculty.

Space Committee: The department chair is assisted in this role by the space committee which will serve in an advisory capacity to the chair by annually updating funding and space calculations and communicating these data to faculty.

POLICIES:

Office: Each full time tenure-track faculty is entitled to an office, regardless of funding status.

Research Space: In order to arrive at a fair and accurate assessment of the square feet assigned to each faculty member, the following principles apply:

Definition:

1. With the exception of the single office, all of the space assigned to a faculty member is considered research space, regardless of its configuration or utilization.
2. Shared space is calculated in proportion to the individual faculty member's use as a percentage of the whole.
3. All assigned space is included in total area regardless of location.

Funding: In order to arrive at a fair and accurate assessment of each faculty member's funding, the following principles apply:

Definition:

1. Funding dollars will be calculated as total cost (direct and indirect).
2. Shared funding will be calculated in proportion to the actual distribution of funds between the P.I. and all Co-PI's. In order to avoid possible misunderstandings between investigators, the intended distribution of funds should be decided among the involved investigators at the time of submission, and endorsed by the department chair and/or space committee. Changes necessitated due to budget cuts by the granting authority should be handled similarly (i.e., mutual agreement endorsed by the chair and/or space committee).
3. Faculty directing components of grants such as PPG's will be credited in proportion with the actual distribution of funds to that component.
4. Other funding such as that to pre- and post-doctoral trainees and research faculty will be credited to the faculty member sponsoring the trainees/research faculty.
5. Funding via "no-cost extensions" and release-time accounts will not be included.
6. Annual funding of professors and associate professors will be calculated as a running three-year average (of the current and previous two years). Annual funding for tenure track assistant professors will be calculated as a running four-year average.

Criteria For Assigning/Re-Assigning Research Space: Faculty funding via external grant sources is a major criterion for the assignment/re-assignment of research space. Nevertheless, no matter how successful a faculty member is in obtaining funding, the funding per square foot calculation should not be sufficient in itself to determine research space assigned. Additional criteria include the quality of the assigned space, the need to protect a minimum level of space for junior faculty, and the space needs of faculty experiencing a temporary loss of funding. In order to arrive at a fair and accurate distribution of research space within the department, the following criteria apply:

Criteria:

1. **Funding Per Square Foot:** Assigned research space will be ranked (prioritized) based on annual funding dollars (direct & indirect three year average) divided by square feet of assigned research space. This relative ranking should provide each investigator with an annually updated assessment regarding requests for additional space (increased research needs) or the possibility of space re-assignment (decreased research needs).
2. **Space Quality:** Not all laboratory space is appropriately designed for the work being conducted. Thus, in the short term, relative ranking based on funding per square foot should be viewed in light of space quality. In the long term, every effort should be made to match research needs to laboratory space design (i.e., re-design existing space or move to more appropriate space).
3. **Space Protection For Tenure-Track Assistant Professors:** Since most assistant professors usually have a single laboratory (~600 ft²), re-assignment of such space would effectively terminate any chance of promotion and tenure. Thus, re-assignment should be avoided whenever possible. Assuming demonstrated continued efforts to obtain funding (i.e., pending national grants), the funding per square foot calculation for junior faculty space will be based on a four-year average.
4. **Space Protection For Faculty Between Grants:** Protection is provided by calculating funding per square foot based on a three-year average. In this manner, short-term losses of funding will only lower the relative ranking of a faculty member's space in an annual stepwise fashion. Thus, assuming continued efforts to obtain new funding, faculty previously funded will normally have two years before space is subject to re-assignment.
5. **Variable "Funding Per Square Foot" Criterion For Large Laboratories:** Highly-funded faculty with funding per square foot in the top one third of the department may request additional lab space as justified.

APPEALS: In the event that a faculty member's research space is being considered for re-assignment, the individual will be given the opportunity to present to the space committee their case for why such space should be retained (e.g., extenuating circumstances meriting exception).

LEAVES & ABSENCES

The University's policies with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook <http://oaa.osu.edu/handbook/tc.html> and Office of Human Resources Policies and Procedures website <http://hr.osu.edu/policy/policyhome.htm>. The information provided below supplements these policies.

Discretionary Absence

Faculty are expected to complete an Application for Leave form well in advance of a planned absence (e.g. as 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 quarter is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more days.

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>.

Unpaid Leaves of Absence

http://oaa.osu.edu/handbook/ix_loa.html
http://oaa.osu.edu/handbook/ix_loaentrepren.html

A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the dean, Office of Academic Affairs, and Board of Trustees.

Special Research Assignments

http://oaa.osu.edu/handbook/ix_sra.html

SRAs are normally one quarter in length and are designed to provide a faculty member time away from classroom teaching and some other responsibilities in order to concentrate effort on research. SRAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SRAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a quarter in duration but more than a week or two provided classroom teaching is not disrupted.

Untenured faculty will normally be provided an SRA during their probationary period. Reasonable efforts will be made to provide SRA 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.

Faculty members who desire an SRA should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the SRA is appropriate. The chair will normally announce decisions regarding SRAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

Faculty Professional Leave

http://oaa.osu.edu/handbook/ix_fpl.html

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Research Assignment and may be one, two or three quarters in length for 9-month faculty and one, two, three, or four quarters in length for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave.

Faculty members who desire an FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the end of Autumn Quarter of the preceding year, except when the development of an unexpected opportunity precludes such timing.

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.

SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

The University's policies with respect to supplemental compensation and external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook:

http://oaa.osu.edu/handbook/iii_facextracomp.html and
<http://oaa.osu.edu/handbook/paidexternal.html>.

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.

FINANCIAL CONFLICTS OF INTEREST

The University's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook <http://oaa.osu.edu/handbook/coipolicy.html>. 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.

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

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 http://oaa.osu.edu/handbook/xii_salaryprocess.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 <http://hr.osu.edu/cst/> in the Office of Human Resources.

Faculty Misconduct

Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 <http://trustees.osu.edu/rules5/ru5-04.php>.

Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 <http://trustees.osu.edu/rules5/ru5-05.php>.

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/policy115.pdf>.

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 the students require confidentiality or not. 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 <http://oaa.osu.edu/coam/home.html> and <http://senate.osu.edu/COAMDuties.pdf>.

The Code of Student Conduct is Faculty Rule 3335-23 <http://trustees.osu.edu/Rules23/index.html>.