

1                   **Pattern of Administration**  
2                               **for**  
3                   **The Ohio State University**  
4                   **Department of Chemical and**  
5                   **Biomolecular Engineering**

6                               Last approved by the Faculty: August 30, 2024

7  
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9

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1    **1.    INTRODUCTION**

- 2    1.1 **Purpose:** The purpose of this Pattern of Administration (POA) is to describe the guidelines and  
3    structure concerning the governance of the Department of **Chemical and Biomolecular**  
4    **Engineering.** The goal of the guidelines and structure is to facilitate the orderly conduct of the  
5    business of the Faculty of the Department of Chemical and Biomolecular Engineering. The  
6    guidelines and structure supplement the [Rules of the University Faculty](#), Academic Affairs  
7    policies and procedures and those included in the College of Engineering [Pattern of](#)  
8    [Administration](#) and any additional policies established by the University or College of  
9    Engineering. The latter rules, policies and procedures, and changes in them, take precedence over  
10   statements in this document. Should these policies and rules change, the Department shall follow  
11   those new rules and policies until such time as it can update this document to reflect the changes.  
12   This Pattern of Administration is subject to continuing revision. It must be reviewed and either  
13   revised or reaffirmed on appointment or reappointment of the Department Chair. However,  
14   revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are  
15   subject to approval by the college office and the Office of Academic Affairs.
- 16   1.2 **Scope:** All Department matters concerning which the Faculty has power to act are governed by  
17   this POA and by the department’s [Appointment, Promotion and tenure \(APT\) document](#).  
18   Powers of the faculty are either outlined in this document, are delegated to committees, or  
19   delegated to the Chair of the Department.
- 20   1.3 **Interpretation:** This POA shall be interpreted consistently with applicable statutes, the By-  
21   Laws of the Board of Trustees, and the Rules of the University Faculty.

22   **2.    DEPARTMENT MISSION**

23   The Mission of the Department of Chemical and Biomolecular Engineering is:

- 24
- 25       To educate undergraduate and graduate students in Chemical and Biomolecular Engineering  
26       and foster cross-fertilization with other disciplines.
- 27
- 28       To advance state-of-the-art knowledge of Chemical and Biomolecular Engineering and allied  
29       fields through novel and sustained research.
- 30
- 31       To serve the public, academic and industrial communities through consultation, collaborative  
32       efforts, dissemination of research results, entrepreneurship and participation in conferences and  
33       professional societies.
- 34
- 35       To value diversity and inclusivity as defined broadly in scholarship, approaches to teaching and  
36       in student, faculty and staff make-up.
- 37

38   **3.    ACADEMIC RIGHTS AND RESPONSIBILITIES**

39

40   The department of Chemical and Biomolecular Engineering adheres to the university’s [reaffirmation](#)  
41   [of academic rights and responsibilities](#).

42

43

1 **4. FACULTY AND VOTING RIGHTS**

2  
3 Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University  
4 and the rights and restrictions associated with each type of appointment. For purposes of governance, the  
5 faculty of this department are tenure track, professional practice, and research faculty with compensated  
6 FTEs of at least 50% in this department, and associated faculty. Associated faculty, emeritus faculty, and  
7 faculty joint appointees with FTEs below 50% in this department may be invited to participate in  
8 discussions on non-personnel matters, but may not participate in personnel matters, including promotion  
9 and tenure reviews, and may not vote on any matter.

10  
11 The Department of Chemical and Biomolecular Engineering makes tenure-track appointments with  
12 titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may  
13 vote in all matters of TIU governance.

14  
15 The Department of Chemical and Biomolecular Engineering makes professional practice  
16 appointments. Professional practice faculty titles are professional practice assistant professor,  
17 professional practice associate professor, and professional practice professor. Professional practice  
18 faculty may vote in all matters of department governance except tenure-track appointment, promotion  
19 and tenure decisions and research faculty appointment, reappointment, and promotion decisions.

20  
21 The Department of Chemical and Biomolecular Engineering makes research appointments. Research  
22 faculty titles are research assistant professor, research associate professor, and research professor.  
23 Research faculty may vote in all matters of department governance except tenure-track appointment,  
24 promotion and tenure decisions and professional practice appointment, reappointment, and promotion  
25 decisions.

26  
27 **4.1. Professional Practice Faculty Appointment Cap**

28  
29 In accordance with [Faculty Rule 3335-7-03](#), unless an exception is approved by the University  
30 Senate and the Board of Trustees, professional practice faculty may comprise no more than  
31 20% of the tenure-track, professional practice, and research faculty. The number of professional  
32 practice faculty members must be fewer than the number of tenure-track faculty members.

33  
34 Practice faculty members may stand for election to serve as a representative in the University  
35 Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

36  
37 **4.2 Research Faculty Appointment Cap**

38  
39 In accordance with Faculty Rule [3335-7-32](#), unless otherwise authorized by a majority vote of  
40 the tenure-track faculty, research faculty must comprise no more than 20% of the number of  
41 tenure-track faculty in the department. In all cases, however, the number of research faculty  
42 positions must constitute a minority with respect to the number of tenure-track faculty.

43  
44 The Department of Chemical and Biomolecular Engineering makes associated faculty appointments.  
45 Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles,  
46 lecturer titles, and visiting titles. Associated faculty may be invited to participate in discussions on non-

1 personnel matters, but may not participate in personnel matters, including promotion and tenure reviews,  
2 and may not vote on any matter.

3  
4 Emeritus faculty in this department may be invited to participate in discussions on non-personnel matters,  
5 but may not participate in personnel matters, including promotion and tenure reviews, and may not vote  
6 on any matter.

7  
8 Detailed information about the appointment criteria and procedures for the various types of faculty  
9 appointments made in the Department of Chemical and Biomolecular Engineering is provided in the  
10 [Appointments, Promotion and Tenure Document](#).

## 11 **5. OVERVIEW OF DEPARTMENTAL DECISION-MAKING**

12  
13  
14 Policy and program decisions are made in a number of ways: by the Department faculty as a whole,  
15 by standing or special committees of the Department, or by the Chair. The nature and importance of  
16 any individual matter determines how it is addressed. Department governance proceeds on the  
17 general principle that the more important the matter to be decided, the more inclusive participation in  
18 decision making needs to be. Open discussions, both formal and informal, constitute the primary  
19 means of reaching decisions of central importance.

## 20 **6. DEPARTMENT ADMINISTRATION**

### 21 **6.1 CHAIR**

22  
23  
24  
25 The primary responsibilities of the Chair are set forth in Faculty Rule [3335-3-35](#). This rule  
26 requires the chair to develop, in consultation with the faculty, a Pattern of Administration with  
27 specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the chair  
28 to prepare, in consultation with the faculty, a document setting forth policies and procedures  
29 pertinent to appointments, reappointments, promotion and tenure.

30  
31 Other responsibilities of the Chair, not specifically noted elsewhere in this Pattern of  
32 Administration, are paraphrased and summarized below.

- 33  
34 • To uphold expectations of the Leadership Philosophy:
  - 35 ○ Uphold Ohio State's [Shared Values](#) and engender trust through words and
  - 36 actions.
  - 37 ○ Care for people and create conditions for well-being and productivity.
  - 38 ○ Set clear direction and goals for their teams and align to the mission of the
  - 39 department.
  - 40 ○ Solve problems and support their teams to adapt to changing contexts.
  - 41 ○ Drive cross-functional collaborations to advance goals of the department.
  - 42 ○ Demonstrate commitment to continuous growth for themselves and their
  - 43 teams.
- 44 • To have general administrative responsibility for Department programs, subject to the
- 45 approval of the Dean of the College, and to conduct the business of the Department
- 46 efficiently. This broad responsibility includes the acquisition and management of
- 47 funds and the hiring and supervision of faculty and staff.

- 1 • To plan with the members of the faculty and the Dean of the College a progressive  
2 program; to encourage research and educational endeavors.
- 3 • To assign workload according to the department's workload guidelines (see Section 8)  
4 and faculty appointment type (and rank).
- 5 • To evaluate and improve instructional and administrative processes on an ongoing  
6 basis; to promote improvement of instruction by providing for the evaluation of each  
7 course when offered, including written evaluation by students of the course and  
8 instructors, and periodic course review by the faculty.
- 9 • To evaluate faculty members annually in accordance with both University and  
10 Department established criteria; to inform faculty members when they receive their  
11 annual review of their right to review their primary personnel file maintained by the  
12 department and to place in that file a response to any evaluation, comment, or other  
13 material contained in the file.
- 14 • After consultation with the eligible faculty, to recommend appointments,  
15 reappointments, promotions, dismissals, and matters affecting the tenure of members  
16 of the Department faculty to the Dean of the College, in accordance with procedures  
17 set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments,  
18 Promotion and Tenure document.
- 19 • To ensure that all faculty members, are offered departmental privileges and  
20 responsibilities appropriate to their rank; and in general, to lead in maintaining a high  
21 level of morale.
- 22 • To maintain a curriculum vitae for all personnel teaching a course in the department's  
23 curriculum.
- 24 • To prepare, after consultation with the faculty, annual budget recommendations for the  
25 consideration of the dean of the college.
- 26 • To ensure that adequate supervision and training are given to those members of the  
27 faculty and staff who may profit by such assistance.
- 28 • To facilitate and participate in prescribed [academic program review](#) processes, in  
29 collaboration with the dean of the college and the Office of Academic Affairs.
- 30 • To represent the Department to alumni and other groups outside the University.

31  
32 Day to day responsibility for specific matters may be delegated to others, but the Chair retains  
33 final responsibility and authority for all matters covered by this POA, subject when relevant to  
34 approval of the Dean, Office of Academic Affairs, and Board of Trustees.

35  
36 Operational efficiency requires that the Chair exercise a degree of autonomy in establishing  
37 and managing administrative processes. The articulation and achievement of Department  
38 academic goals, however, is most successful when all faculty participate in discussing and  
39 deciding matters of importance. The Chair will therefore consult with the faculty on all  
40 educational and academic policy issues and will respect the principle of majority rule. When a  
41 departure from majority rule is judged to be necessary, the Chair will explain to the faculty  
42 the reasons for the departure, ideally before action is taken.

1           **6.2    ASSOCIATE CHAIR**

2  
3           In the absence of the chair, the associate chair has signature authority. The associate chair will  
4           attend meetings as requested by the chair. He/she will provide counsel and feedback to the  
5           chair as needed. He/she will also chair the Fiscal Committee.

6  
7           **6.3    COMMITTEES**

8  
9           Much of the development and implementation of the Department's guidelines and programs is  
10          carried out by standing and ad hoc committees. The Chair is an *ex officio* member of all  
11          Department committees and may vote as a member on all committees except the Promotion  
12          and Tenure Committee, which consists of the eligible faculty. Unless otherwise indicated, the  
13          chairs and members of the committees will be appointed by the Department Chair on an  
14          annual basis.

15  
16          A list of current standing committees in the Department are:

- 17
- 18          •       **ABET**  
19                This committee prepares and collects documents needed for the ABET accreditation review. It  
20                consists of two faculty members.
  - 21
  - 22          •       **Administrative Office Functions**  
23                This committee ensures that the administrative office functions are performed efficiently and  
24                effectively. It consists of 4-5 staff members.
  - 25
  - 26          •       **Curriculum**  
27                This committee deliberates on all undergraduate curriculum issues. It consists of a committee  
28                chair and 3-6 additional committee members, including at least one undergraduate advisor,  
29                who is a staff member.
  - 30
  - 31          •       **Departmental Climate**  
32                This committee is responsible for ensuring that Ohio State University Shared Values,  
33                including inclusion and caring, are part of the culture of the department. It also coordinates  
34                activities to enhance a positive culture in the department. It will consist of 2-4 faculty and at  
35                least one staff member.
  - 36
  - 37          •       **Distance Learning**  
38                This committee provides a bridge between the COE Office of Distance Learning and faculty  
39                interested in participating in distance learning activities. It consists of two faculty.
  - 40
  - 41          •       **Engagement**  
42                This committee is involved in reaching out to and engaging in alumni relations. It consists of  
43                a chair, and 1-2 additional faculty or staff members.
  - 44
  - 45          •       **Faculty Search**

1 This committee deliberates on all issues related to faculty recruitment. It consists of one  
2 committee chair and 2-4 additional committee members, including one staff member who  
3 provides staff assistance. Additional members can be appointed, and subcommittees can be  
4 formed as needed.  
5

6 • **Fiscal**

7 This committee reviews all financial documents with the business manager and develops  
8 budget projections for the department. The committee will consist of the Department Chair,  
9 associate chair, and 1-2 other faculty.  
10

11 • **Graduate Research Symposium**

12 This committee provides guidance to the Graduate Student Organization that is organizing the  
13 Annual Graduate Research Symposium. It consists of the Graduate Studies Chair, Graduate  
14 Studies Coordinator and the Fiscal Officer.  
15

16 • **Graduate Studies**

17 This committee deliberates on all issues related to the graduate program. It consists of one  
18 committee chair and 4-5 additional committee members, including the Graduate Program  
19 Coordinator, who is a staff member.  
20

21 • **Honors and Awards**

22 This committee deliberates on candidates for faculty and alumni awards and prepares  
23 nomination packages. It consists of one committee chair and 2-4 additional committee  
24 members, including one staff member.  
25

26 • **Petroleum Engineering Minor**

27 This Committee oversees issues related to the Petroleum Engineering Minor. It consists of 2-3  
28 faculty.  
29

30 • **Promotion and Tenure**

31 This committee deliberates on all promotion and tenure actions. It consists of 1 committee  
32 chair, 1 Procedures Oversight Designee (POD) and the eligible faculty as defined in the  
33 department's [Appointments, Promotion and Tenure document](#).  
34

35 • **Public Perception**

36 This committee oversees activities that impact the public perception of the department,  
37 including social media presence. It consists of 2-3 faculty and one staff member.  
38

39 • **Publications**

40 This committee reviews and edits departmental publications, such as alumni newsletters. It  
41 consists of 2-3 faculty and one staff.  
42

43 • **Safety**

44 This committee seeks to create a safe working environment for all Department personnel,  
45 through adoption of proper safety protocols and laboratory inspections. It consists of one



1 committee chair and 3-6 additional committee members, including at least one staff member,  
2 who is the Laboratory Supervisor.

3  
4 • **Seminar**

5 This committee selects seminar speakers for the Department Seminar Series. It consists of 1  
6 committee chair and 2-3 additional faculty or staff committee members.

7  
8 • **Space & Facilities**

9 This committee oversees office and lab space and upkeep of the facilities. The committee  
10 consists of the Department chair, a committee chair along with 2-3 faculty and staff members.

11  
12 • **Special Events**

13 This committee is responsible for planning Department events. It consists of 1 committee  
14 chair and 2-3 staff members, and one faculty.

15  
16 • **Staff Awards**

17 This committee deliberates on candidates for departmental staff awards. It consists of one  
18 committee chair and 1 additional faculty member.

19  
20 • **Student and Post-doc Awards**

21 This committee deliberates on candidates for departmental graduate and undergraduate  
22 student awards and postdoc awards. It consists of one committee chair and 2-4 additional  
23 faculty committee members.

24  
25 • **Wellness**

26 This committee develops activities to improve student wellness in our undergraduate  
27 program. The committee consists of 1 committee chair, 2-3 additional faculty members and  
28 one undergraduate advisor.

29  
30 In addition to the above committees, the Department Chair will assign faculty advisors/co-  
31 advisors for the undergraduate student chapters of the American Institute of Chemical  
32 Engineers, Chem\_E Car, and Society of Petroleum Engineers. All of these are undergraduate  
33 student groups related to chemical engineering.

34  
35 **General committee practices.** Faculty and staff time is a limited commodity and should not  
36 be consumed with administrative tasks that could reasonably be accomplished in other ways.  
37 It is understood that, as much as possible, the committees will operate to achieve a consensus  
38 when specific courses of action are required. In the case in which a consensus is not  
39 achievable with respect to a specific action needed, a majority and minority report will be  
40 presented.

41  
42 **Committee mechanics.** Voting membership of the committee consists of all members of the  
43 committee. Attempts will be made to include assistant professors, associate professors, and  
44 professors. The general concept is that no committee should be larger than 20 percent of the  
45 faculty, and at a minimum the committee should meet once a semester.

1  
2 **7. FACULTY MEETINGS**  
3

4 **7.1 General.** The Chair will provide to the faculty a schedule of Department faculty meetings  
5 at the beginning of each academic term. The schedule will provide for at least one meeting per  
6 academic term and normally will provide for bimonthly meetings. A call for agenda items and  
7 completed agenda will be delivered to faculty by e-mail before a scheduled meeting.  
8 Reasonable efforts will be made to call for agenda items at least four days before the meeting,  
9 and to distribute the agenda by e-mail at least one business day before the meeting. A meeting  
10 of the Department faculty will also be scheduled on written request of 25% of the Department  
11 faculty. The Chair will make reasonable efforts to have the meeting take place within one  
12 week of receipt of the request. The Chair will distribute minutes of faculty meetings to faculty  
13 by e-mail—within seven days of the meeting if possible. These minutes may be amended at  
14 the next faculty meeting by a simple majority vote of the faculty who were present at the  
15 meeting covered by the minutes.  
16

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

24 **7.2 Voting.** For purposes of discussing Department business other than personnel matters, and  
25 for making decisions where consensus is possible and a reasonable basis for action, a quorum  
26 will be defined as a simple majority of all faculty eligible to vote. Either the Chair or one-  
27 third of all faculty eligible to vote may determine that a formal vote conducted by written  
28 ballot is necessary on matters of special importance. For purposes of a formal vote, a matter  
29 will be considered decided when a particular position is supported by at least 51% of all  
30 faculty eligible to vote. Balloting will be conducted by mail or e-mail when necessary to  
31 assure maximum participation in voting. When conducting a ballot by mail or email, faculty  
32 members will be given one week to respond. Special policies pertain to voting on personnel  
33 matters, and these are set forth in the department’s [Appointments, Promotion and Tenure](#)  
34 [\(AP&T\) document](#). When a matter must be decided and a simple majority of all faculty  
35 eligible to vote cannot be achieved on behalf of any position, the Chair will necessarily make  
36 the final decision.  
37

38 **8. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD**  
39

40 Faculty roles and responsibilities are described in the initial letter of offer. Workload assignments and  
41 expectations for the upcoming year are addressed as part of the annual performance and merit review  
42 by the Department Chair based on departmental needs as well as faculty productivity and career  
43 development. The Chair is responsible to make judgments with respect to balancing these various  
44 duties such that duties and responsibilities are commensurate with respect to individual faculty  
45 member’s appointments as well as maintaining as much equitability among faculty as possible.  
46

1 During on-duty periods, faculty members are expected to be available for interaction with students,  
2 research, and department meetings and events even if they have no formal course assignment. Every  
3 member of the faculty who is assigned instruction is expected to establish and maintain regular office  
4 hours in order to be readily available to students. Departmental expectations regarding office hours  
5 are that faculty post weekly meeting times for each course being taught. Further, within reason,  
6 faculty are expected to be flexible in meeting the needs of their students in terms of handling conflicts  
7 in scheduling meeting times. On-duty faculty members should not be away from campus for extended  
8 periods of time unless on an approved leave (see section 11) or on approved travel.

9  
10 Telework exception: Faculty members with responsibilities requiring in-person interaction are to  
11 work at a university worksite to perform those responsibilities. Telework and the use of remote,  
12 virtual meetings are allowed at the discretion of the Department Chair if such work can be  
13 performed effectively and faculty members are able to fulfill their responsibilities. Telework will  
14 be encouraged under certain circumstances if it serves the needs of the department, college,  
15 university, and/or community. The Department Chair has the discretion to require faculty to work  
16 on campus if there are concerns that responsibilities are not being fulfilled through telework.

17  
18 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands  
19 and resources of the department and the individual circumstances of faculty members may warrant  
20 temporary deviations from these guidelines.

21  
22 A full-time faculty member's primary professional commitment is to Ohio State University and the  
23 guidelines below are based on that commitment. Faculty who have professional commitments outside  
24 of Ohio State during on-duty periods (including teaching at another institution; conducting research  
25 for an entity outside of Ohio State; external consulting) must disclose and discuss these with the  
26 Department Chair in order to ensure that no conflict of commitment exists. Information on faculty  
27 conflicts of commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).

28  
29 In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers  
30 (natural disasters, for example), faculty duties, responsibilities, and workload may be adjusted by the  
31 Department Chair to take into account the impact over time of the crisis. These adjustments may  
32 include modifying research expectations in order to maintain teaching obligations. These assignment  
33 changes must be considered in annual reviews.

## 34 35 **8.1 TENURE-TRACK FACULTY**

36  
37 Tenure-track faculty members are expected to contribute to the university's tripartite mission of  
38 teaching, scholarship, and service. When a faculty member's contributions decrease in one of these  
39 three areas, additional activity in one or both of the other areas is expected.

### 40 41 **Teaching**

42  
43 All tenure-track faculty are expected to contribute to the department's teaching, including large  
44 enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard  
45 teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation  
46 to total workload according to the university [workload guideline](#). Faculty members are also expected

1 to advise undergraduate and graduate students and supervise independent studies and thesis and  
2 dissertation work.

3  
4 Adjustments to the standard teaching assignment may be made to account for teaching a new class,  
5 the size of the class, whether the class is taught on-line or team-taught, and other factors that may  
6 affect the preparation time involved in teaching the course.

7  
8 The standard teaching assignment may also vary for individual faculty members based on their  
9 research and/or service activity. Faculty members who are especially active in research can be  
10 assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty  
11 members who are relatively inactive in research can be assigned an enhanced teaching status that  
12 includes an increased teaching assignment. Faculty members who are engaged in extraordinary  
13 service activities (to the department, college, university, and in special circumstances professional  
14 organizations within the discipline) can be assigned an enhanced service assignment that includes a  
15 reduced teaching assignment.

16  
17 The Department Chair is responsible for making teaching assignments on an annual basis and may  
18 decline to approve requests for adjustments when approval of such requests is not judged to be in the  
19 best interests of the department. All tenure-track faculty members must contribute to the mission of  
20 education (formal and/or informal instruction, student advising) over the course of the academic year.

21  
22 A reduction in teaching load can be made for a number of reasons: 1) new, untenured faculty  
23 member, 2) university administrative duties (i.e. chair, associate dean position, center director,  
24 etc.), and 3) other significant activities that may warrant such reduction. Conversely, an increase  
25 in teaching load can occur when it is determined that insufficient progress in scholarship is  
26 achieved.

## 27 28 **Scholarship**

29  
30 All tenure-track faculty members are expected to be engaged in scholarship as defined in the  
31 department's [Appointments, Promotion, and Tenure Document](#). The standard scholarship  
32 workload expectation for full-time tenure-track faculty members is 40-50% time allocation to  
33 total workload according to the university [workload guideline](#). Over a four-year rolling period a  
34 faculty member who is actively engaged in scholarship will be expected to publish regularly in  
35 high quality peer-reviewed journals as well as in other appropriate venues, such as edited book  
36 chapters of similar quality and length as articles. Faculty engaged in basic or applied research are  
37 expected to attract extramural funding. When appropriate to the field of inquiry, faculty members  
38 are also encouraged to seek appropriate opportunities to obtain patents and engage in other  
39 commercial activities stemming from their research.

## 40 41 **Service**

42  
43 Faculty members are expected to be engaged in service and outreach to the department,  
44 university, profession, and community. The standard service workload expectation for full-time  
45 tenure-track faculty members is 10-20% time allocation to total workload according to the  
46 university [workload guideline](#). This will typically include service on two committees within the

1 department and one outside the unit. This pattern can be adjusted depending on the nature of the  
2 assignment (e.g. service as committee chair, service on a particularly time-intensive committee,  
3 organizing a professional conference, leadership in an educational outreach activity, service in an  
4 administrative position within the department, college, or university).

5  
6 All faculty members are expected to attend and participate in faculty meetings, recruitment  
7 activities, and other department events.

8  
9 The department recognizes that some of its faculty members bear an inherent additional service  
10 burden. That burden accrues when faculty members, often women and/or underrepresented  
11 colleagues, are recognized as uniquely positioned to assist with work at the department, college,  
12 or university levels. Such individuals may be expected to provide more service than normal  
13 because their particular expertise, perspective, or voice can help working groups, for example, or  
14 task forces or students (through their mentorship of them) understand context, options, and  
15 opportunities in new ways. This additional service burden does not derive from volunteerism.  
16 Rather, it is an unwarranted and inequitable expectation.

17  
18 Service loads should be discussed and agreed to during annual performance and merit reviews.  
19 When heavy service obligations are primarily volunteer in nature, the Department Chair is not  
20 obligated to modify the service load of the faculty member (reduce teaching and/or scholarly  
21 obligations). If, however, a heavy service load is due to the faculty member's unique expertise,  
22 perspective, or voice, this should be noted in the annual performance review letter, considered  
23 when distributing the faculty member's other duties, and taken into account for the AMC Process.  
24 The Department Chair should also consider this additional service burden in managing equity of  
25 service loads among faculty.

## 26 27 **8.2 SPECIAL ASSIGNMENTS**

28  
29 Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special](#)  
30 [Assignment Policy](#). The information provided below supplements this policy.

31  
32 Untenured faculty will normally be provided a SA for research for two semesters distributed over the  
33 initial 2 years of appointment, during their probationary period. Reasonable efforts will be made to  
34 award SA opportunities to all other faculty members subject to the quality of faculty proposals,  
35 including their potential benefit to the Department or University, and the need to assure that sufficient  
36 faculty are always present to carry out Department work.

37  
38 Faculty members who desire a SA should discuss the matter with the Department Chair during their  
39 annual evaluation or as soon thereafter as possible. The Department Chair will indicate whether  
40 submission of a full proposal articulating the purpose and nature of the SA is appropriate. The Chair  
41 will normally announce decisions regarding SAs for the next academic year no later than January 1st  
42 of the previous academic year, but retains the option of making decisions regarding proposals at other  
43 times when circumstances warrant such flexibility.

1 **8.3 PROFESSIONAL PRACTICE FACULTY**

2  
3 The Department of Chemical and Biomolecular Engineering appoints professional practice faculty.  
4 These appointments exist for faculty members who focus principally on the education needs of the  
5 department. The standard workload expectations for full-time professional practice faculty members  
6 are 65-100% teaching, 0-30% scholarship, and 0-30% service. Professional practice faculty members  
7 are expected to contribute to the department's research and education missions, as reflected by  
8 participation in graduate program development and teaching. Professional practice faculty members  
9 are expected to contribute to the university's mission via teaching and service, and to a lesser extent  
10 scholarship.

11  
12 **8.4 RESEARCH FACULTY**

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

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

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

24  
25 Standard workload expectations for full-time research faculty members are 0-10% teaching (student  
26 mentoring), 90-100% research, and 0-10% service, depending on specific expectations as spelled out  
27 in the letter of offer.

28  
29 **8.5 ASSOCIATED FACULTY**

30  
31 Standard workload expectations for compensated associated faculty members are 80-100% teaching,  
32 0-20% scholarship, and 0-20% service, depending on the terms of their individual appointments.

33  
34 Faculty members with tenure-track titles and appointments <50% FTE will have reduced  
35 expectations based on their appointment level.

36  
37 Expectations for compensated visiting faculty members will be based on the terms of their  
38 appointment and are comparable to that of tenure-track faculty members except that service is not  
39 required.

40  
41 **8.6 MODIFICATION OF DUTIES**

42  
43 The Department of Chemical and Biomolecular Engineering strives to be a family-friendly unit in its  
44 efforts to recruit and retain high quality faculty members. To this end, the Department is committed  
45 to adhering to the College of Engineering's guidelines on modification of duties to provide its faculty  
46 members flexibility in meeting work responsibilities within the first year after

1 childbirth/adoption/fostering, or care for an immediate family member who has a serious health  
2 condition, or a qualifying exigency arising out of the fact that the employee’s immediate family  
3 member is on covered active duty in a foreign country or call to covered active duty status. See the  
4 College [Pattern of Administration](#) for details. See also the OHR [Parental Care Guidebook](#) and the  
5 Parental Leave Policy in Section 11.

6  
7 The faculty member requesting the modification of duties should inform the Department Chair as  
8 early as possible to provide enough time to arrange re-distribution of responsibilities as needed. The  
9 faculty member making the request and the Department Chair should be creative and flexible in  
10 developing a solution that is fair to both the individual and the unit while addressing the needs of the  
11 university. Expectations must be spelled out in an MOU that is approved by the dean.

## 12 13 **9. COURSE OFFERINGS, TEACHING SCHEDULES, AND GRADE ASSIGNMENTS**

14  
15 The Associate Chair along with the Department Chair will annually develop a schedule of course  
16 offerings and teaching schedules in consultation with the faculty, both collectively and individually.  
17 While every effort will be made to accommodate the individual preferences of faculty, the  
18 Department's first obligation is to offer the courses needed by students at times most likely to meet  
19 student needs. To assure classroom availability, reasonable efforts must be made to distribute course  
20 offerings across the day and week. To meet student needs reasonable efforts must be made to assure  
21 that course offerings match student demand and that timing conflicts with other courses students are  
22 known to take in tandem are avoided.

23  
24 A scheduled course that does not attract the minimum number of students required by Faculty Rule  
25 [3335-8-17](#) will normally be cancelled and the faculty member scheduled to teach that course will be  
26 assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses  
27 required in any curriculum or courses with routinely high demand will be taught by at least two  
28 faculty members across semesters of offering to assure that instructional expertise is always available  
29 for such courses.

30  
31 If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or  
32 travel), or if they have not submitted grades before the university deadline and are unreachable by all  
33 available modes of communication, the Department Chair may determine an appropriate course of  
34 action, including assigning a faculty member to evaluate student materials and assign grades for that  
35 class. The University Registrar will be made aware of this issue as soon as it is known and will be  
36 provided a timeline for grade submission.

## 37 38 **10. ALLOCATION OF DEPARTMENT RESOURCES**

39  
40 The Chair is responsible for the fiscal and academic health of the Department and for assuring that all  
41 resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of  
42 Department goals. The Chair will discuss the Department budget at least annually with the faculty  
43 and attempt to achieve consensus regarding the use of funds across general categories. However, final  
44 decisions on budgetary matters rest with the Chair.

1 Research space shall be allocated based on research productivity including external funding and will  
2 be reallocated periodically as these faculty-specific variables change. The allocation of office space  
3 will include considerations such as achieving proximity of faculty in subdisciplines and productivity  
4 and grouping staff functions to maximize efficiency.

5  
6 The allocation of salary funds is discussed in the [Appointments, Promotion and Tenure document](#).

## 7 8 **11. LEAVES & ABSENCES**

9  
10 In general, there are four types of leaves and absences taken by faculty (in addition to parental leave,  
11 which is detailed in the [Parental Care Guidebook](#)). The University's policies with respect to leaves and  
12 absences are set forth on the Office of Human Resources [Policies and Forms website](#). The  
13 information provided below supplements these policies.

### 14 15 **11.1 DISCRETIONARY ABSENCE**

16  
17 Faculty are expected to inform the Department Chair well in advance of a planned absence  
18 (e.g. as for attendance at a professional meeting or to engage in consulting or to seek  
19 collaboration at another institution) to provide time for its consideration and approval and  
20 time to assure that instructional and other commitments are covered. Discretionary absence  
21 from duty is not a right and the Chair retains the authority to disapprove a proposed absence  
22 when it will interfere with instructional or other comparable commitments. Such an  
23 occurrence is most likely when the number of absences in a particular semester is substantial.  
24 Faculty Rules require that the Office of Academic Affairs approve any discretionary absence  
25 of ten or more consecutive business days (see Faculty Rule [3335-5-08](#) and must be requested  
26 on or a [request for absence form](#).

### 27 28 **11.2 ABSENCE FOR MEDICAL REASONS**

29  
30 When absences for medical reasons are anticipated, faculty members are expected to complete  
31 or a [request for absence form](#) as early as possible. When such absences are unexpected, the  
32 faculty member, or someone speaking for the faculty member, should let the Chair know  
33 promptly so that instructional and other commitments can be managed. Faculty members are  
34 always expected to use sick leave for any absence covered by sick leave (personal illness,  
35 illness of family members, medical appointments). Sick leave is a benefit to be used—not  
36 banked. See [OHR Policy 6.27](#) for details.

### 37 38 **11.3 UNPAID LEAVES OF ABSENCE**

39  
40 The University's policies with respect to unpaid leaves of absence and entrepreneurial leaves  
41 of absence are set forth in [OHR Policy 6.45](#). A faculty member may request an unpaid leave  
42 of absence for personal or professional reasons. Professional reasons would include an  
43 opportunity to accept a visiting appointment at another institution. A faculty member desiring  
44 an unpaid leave of absence should submit a written request for the absence as far in advance  
45 as possible of the time for which the leave is desired. Approval will be based on, but not  
46 limited to, the nature of the request, the extent to which the faculty member's responsibilities



1 can be covered or deferred during the proposed absence, and the positive or negative impact  
2 on the Department of the proposed absence. Unpaid leaves of absence require the approval of  
3 the Dean, Office of Academic Affairs, and Board of Trustees.  
4

#### 5 **11.4 FACULTY PROFESSIONAL LEAVE**

6  
7 Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional](#)  
8 [Leave](#).  
9

10 A Faculty Professional Leave (FPL) constitutes a more formal departure from regular academic  
11 duties than a Special Assignment and may be one or two semesters in length for 9-month faculty and  
12 up to a full year for 12-month faculty. FPLs involve salary reductions and other considerations  
13 established by the Ohio legislature and University Board of Trustees and faculty considering an FPL  
14 should fully acquaint themselves with the [FPL policy](#) before applying for leave.  
15

16 Faculty members who desire FPL should inform the Department chair in writing a year and a half  
17 before the start of their professional leave and prepare a proposal. (e.g., for a professional leave that  
18 will start Autumn of 2026, the chair should be informed by the end of May 2025) and present a  
19 proposal. It is suggested that the proposal address the following issues:

- 20 1) Ohio Law requires completion of 7 academic years of service to be eligible for FPL.
- 21 2) A plan for professional development and possible collaboration to be developed should be  
22 provided. Suggested topics in the plan include:
  - 23 a) present the opportunity for new international or national collaborations
  - 24 b) propose the completion of a body of scholarly work such as a book or a unique series of  
25 publications
  - 26 c) propose developing new collaborations at Ohio State
  - 27 d) propose developing new courses or improvements in teaching pedagogy
  - 28 e) propose exploration of unique opportunities with colleagues from industry
  - 29 f) propose participation in technology transfer from OSU to corporate entities, particular to  
30 help start-up companies get off the ground
- 31 (Note: In the case of limited availability of leave positions, the proposals will be evaluated on  
32 their quality content with a bias in descending order from a-f)
- 33 3) The Department should have adequate faculty members to maintain its teaching obligations  
34 during the leave period.
- 35 4) The Chair must support the request by letter to the Dean.
- 36 5) A report on professional progress made during the leave should be filed with the Chair no later  
37 than 1 month following the faculty member's return to the department.  
38

39 The Department Chair will indicate whether submission of a full proposal articulating the purpose  
40 and nature of the FPL is appropriate. Because FPL proposals must be approved by the Dean, Office  
41 of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit  
42 FPL proposals to the College for a particular year no later than the end of Autumn Semester of the  
43 preceding year, except when the development of an unexpected opportunity precludes such timing.  
44  
45

1 **11.5 PARENTAL LEAVE**

2  
3 The university, the college, and this department recognize the importance of parental leave to faculty  
4 members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off [Policy 6.27](#), and  
5 the [Family and Medical Leave Policy 6.05](#).

6  
7 **12. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES**

8  
9 Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#).  
10 Information on outside activities is presented in the university's [Policy on Outside Activities and](#)  
11 [Conflicts](#). The information provided below supplements these policies.

12  
13 This Department adheres to these policies in every respect. In particular, this Department expects  
14 faculty members to carry out the duties associated with their primary appointment with the University  
15 at a high level of competence before seeking other income-enhancing opportunities. All activities  
16 providing additional compensation must be approved by the Department Chair regardless of the  
17 source of compensation. External consulting must also be approved. Approval will be contingent on  
18 the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent  
19 to which the extra income activity appears likely to interfere with regular duties, and the academic  
20 value of the proposed consulting activity to the Department. In addition, it is University policy that  
21 faculty may not spend, on average, more than one business day per week on additionally  
22 compensated activities and external consulting, combined.

23  
24 Faculty who fail to adhere to the University's policies on these matters, including seeking approval  
25 for external consulting, will be subject to disciplinary action.

26  
27 Faculty with an administrative position (for example, chair, associate/assistant dean, center director)  
28 remain subject to the [Policy on Outside Activities and Conflicts](#) and with appropriate approval, are  
29 permitted to engage in paid external work activities. However, faculty members with administrative  
30 positions are not permitted to accept compensation/honoraria for services that relate to or are the  
31 result of their administrative duties and responsibilities.

32  
33 Should a department faculty member wish to use a textbook or other material that is authored by the  
34 faculty member and the sale of which results in a royalty being paid to him or her, such textbook or  
35 material may be required for a course by the faculty member only if (1) the department chair and  
36 dean or designee have approved the use of the textbook or material for the course taught by the  
37 faculty member, or (2) an appropriate committee of the department or college reviews and approves  
38 the use of the textbook or material for use in the course taught by the faculty member.

39  
40 **13. FINANCIAL CONFLICTS OF INTEREST**

41  
42 The University's policy with respect to financial conflicts of interest is set forth in the university's  
43 [Policy on Outside Activities and Conflicts](#).

44  
45 A conflict of interest exists if financial interests or other opportunities for tangible personal benefit  
46 may exert a substantial and improper influence upon a faculty member or administrator's professional

1 judgment in exercising any University duty or responsibility, including designing, conducting or  
2 reporting research.

3  
4 Faculty members are required to file conflict of interest screening forms annually, and more often if  
5 prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to  
6 file such forms or to cooperate with University officials in the avoidance or management of potential  
7 conflicts will be subject to disciplinary action.

8  
9 In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that  
10 arise in relation to consulting or other work done for external entities. See Section 8 above.

## 11 **14. GRIEVANCE PROCEDURES**

12  
13  
14 Members of the Department with grievances should discuss them with the Chair who will review the  
15 matter as appropriate and either seek resolution or explain why resolution is not possible. The content  
16 below describes procedures for the review of specific types of complaints and grievances.

### 17 **14.1 SALARY GRIEVANCES**

18  
19  
20 A faculty or staff member who believes that his or her salary is inappropriately low should  
21 discuss the matter with the Chair. The faculty or staff member should provide documentation  
22 to support the complaint.

23  
24 Faculty members who are not satisfied with the outcome of the discussion with the chair and  
25 wish to pursue the matter may follow the College of Engineering POA policy on the appeals  
26 process. A formal salary appeal can also be filed with the Office of Faculty Affairs (see  
27 Chapter 4, Section 2 of the Office of Academic Affairs [Policies and Procedures Handbook](#)).

28  
29 Staff members who are not satisfied with the outcome of the discussion with the chair and  
30 wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of  
31 Human Resources

### 32 **14.2 FACULTY AND STAFF MISCONDUCT**

33  
34  
35 Complaints alleging faculty misconduct or incompetence should follow the procedures set  
36 forth in Faculty Rule [3335-5-04](#).

37  
38 Any student, faculty, or staff member may report complaints against staff to the Department  
39 Chair. The [Office of Employee and Labor Relations](#) in the Office of Human Resources can  
40 provide assistance with questions, conflicts, and issues that arise in the workplace.

### 41 **14.3 FACULTY PROMOTION AND TENURE APPEALS**

42  
43  
44 Promotion and tenure appeal procedures are set forth in Faculty Rule [3335-5-05](#).

1           **14.4   HARASSMENT, DISCRIMINATION, AND SEXUAL MISCONDUCT**  
2

3           The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and  
4           respond to all forms of harassment, discrimination, and sexual misconduct.  
5

- 6           1   Ohio State’s policy and procedures related to affirmative action and equal employment  
7           opportunity are set forth in the university’s [policy on affirmative action and equal](#)  
8           [employment opportunity](#).  
9
- 10          2   Ohio State’s policy and procedures related to nondiscrimination, harassment, and sexual  
11          misconduct are set forth in the university’s [policy on nondiscrimination, harassment, and](#)  
12          [sexual misconduct](#).  
13

14           **14.5   VIOLATIONS OF LAWS, RULES, REGULATIONS, OR POLICIES**  
15

16          Concerns about violations of laws, rules, regulations, or policies affecting the university  
17          community should be referred to the [Office of University Compliance and Integrity](#). Concerns  
18          may also be registered anonymously through the [Anonymous Reporting Line](#).  
19

20           **14.6   COMPLAINTS BY AND ABOUT STUDENTS**  
21

22          Normally student complaints about courses, grades, and related matters are brought to the  
23          attention of individual faculty members. In receiving such complaints, faculty should treat  
24          students with respect regardless of the apparent merit of the complaint and provide a  
25          considered response. When students bring complaints about courses and instructors to the  
26          Department Chair, the Chair will first ascertain whether the students require confidentiality. If  
27          confidentiality is not required, the Chair will investigate the matter as fully and fairly as  
28          possible and provide a response to both the students and any affected faculty. If  
29          confidentiality is required, the Chair will explain that it is not possible to fully investigate a  
30          complaint in such circumstances and will advise the student(s) on options to pursue without  
31          prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).  
32

33          Faculty complaints regarding students must always be handled strictly in accordance with  
34          University rules and policies. Faculty should seek the advice and assistance of the chair and  
35          others with appropriate knowledge of policies and procedures when problematic situations  
36          arise.  
37

38           **14.7   ACADEMIC MISCONDUCT**  
39

40          Faculty members will report any instances of academic misconduct to the [Committee on](#)  
41          [Academic Misconduct](#) in accordance with the [Code of Student Conduct](#). See also Board of  
42          Trustees Rule [3335-23-05](#).