

Pattern of Administration

for

The Ohio State University

***Department of Chemistry
and Biochemistry***

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PATTERN OF ADMINISTRATION

Department of Chemistry and Biochemistry

Table of Contents

I. INTRODUCTION.....	5
II. DEPARTMENT MISSION.....	5
III. ACADEMIC RIGHTS AND RESPONSIBILITIES	6
IV. FACULTY AND VOTING RIGHTS.....	6
A. Teaching Faculty Appointment Cap	6
V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF	7
A. Department Manager.....	7
B. Director of Operations.....	7
C. Director of Research Support Services (DRS).....	7
D. Grants Coordinators.....	8
E. Other Staff	8
F. Teaching Divisions	8
VI. OVERVIEW OF DEPARTMENT DECISION MAKING.....	8
VII. DEPARTMENT ADMINISTRATION.....	8
A. Department Chair	9
B. Other Administrators	11
1. Vice Chair for Research and Administration	11
2. Vice Chair for Undergraduate Studies	12
3. Vice Chair for Graduate Studies	13
C. Committees	14
1. Faculty Advisory Committee (FAC).....	15
2. Committee of Eligible Faculty (CEF)	16
3. Graduate Admissions Committee (GAC)	16
4. Graduate Studies Committee (GSC)	16
5. Undergraduate Curriculum Committee	17
6. Undergraduate Instructional Assessment Committee	17
7. Assistant Professor Mentoring Committees	18
8. Associate Professor Mentors.....	18
9. Teaching Faculty Mentoring Committees.....	18
10. Safety Committee	18
11. Joint Safety Team.....	19
12. Awards Nominations Committee	19
13. Research Support Services (RSS) Committee	19
14. Faculty Search Committee(s)	20
15. Other Committees.....	20
VIII. FACULTY MEETINGS.....	20
IX. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD.....	21
A. Tenure-Track Faculty.....	22
1. Special Assignments (SA).....	25

B. Teaching Faculty	26
C. Associated Faculty.....	26
D. Modification of Duties.....	27
X. COURSE OFFERINGS, TEACHING SCHEDULES, AND GRADE ASSIGNMENTS	27
XI. ALLOCATION OF DEPARTMENT RESOURCES.....	28
A. Assignment of Research Space to Individual Faculty Members	28
B. Limits on Assignment of GTAs to Individual Faculty.....	30
C. Allocation of Travel Funds.....	30
XII. LEAVES AND ABSENCES.....	30
A. Discretionary Absence	30
B. Absence for Medical Reasons.....	31
C. Unpaid Leaves of Absence.....	31
D. Faculty Professional Leave (FPL).....	31
E. Parental Leave.....	31
XIII.ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITY	31
XIV.FINANCIAL CONFLICTS OF INTEREST	33
XV. GRIEVANCE PROCEDURES.....	33
A. Salary Grievances.....	33
B. Faculty Promotion and Tenure Appeals	34
C. Faculty and Staff Misconduct	34
D. Harassment, Discrimination, and Sexual Misconduct.....	34
E. Violations of Laws, Rules, Regulations, or Policies.....	34
F. Complaints by and about Students.....	34
G. Academic Misconduct.....	35

ABBREVIATIONS

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

POA:	Pattern of Administration
POD:	Procedures and Oversight Designee
PTS:	Promotion and Tenure Subcommittee
TIU:	Tenure Initiating Unit

I. INTRODUCTION

This document provides a brief description of the Department of Chemistry and Biochemistry (CBC) as well as a description of its guidelines 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 must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. In keeping with Faculty Rule [3335-3-35\(C\)\(2\)](#), within the first year of their appointment or reappointment, the department chair shall review the Pattern of Administration in consultation with the faculty. Any changes, which will be made in consultation with the Department faculty or the faculty advisory committee (FAC), will be disseminated to Department faculty in memos. At other times, revisions may be proposed by the Department Chair or recommended to the Chair by unit committees or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic reaffirmation, are subject to approval by the College and the Office of Academic Affairs.

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

II. DEPARTMENT MISSION

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

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

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

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

III. ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the university issued a [reaffirmation of academic rights](#), responsibilities, and processes for addressing concerns.

IV. FACULTY AND VOTING RIGHTS

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this Department include tenure-track and teaching faculty with compensated FTEs of at least 50% in the department for whom the Department is their tenure initiating unit (TIU) and associated faculty.

The Department of CBC makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty for whom the department is the TIU may vote in all matters of department governance. Tenure-track faculty who are joint appointees with TIUs in another department who have at least a 25% appointment in CBC are invited to participate in discussions and vote on non-personnel matters. Jointly appointed tenure-track faculty whose TIU is not in CBC may not participate in discussions or vote on personnel matters, including promotion and tenure.

The Department of CBC makes teaching faculty appointments. Teaching faculty titles are teaching instructor, assistant teaching professor, associate teaching professor, and teaching professor. Teaching faculty may vote in all matters of department governance except tenure-track faculty appointment, promotion, and tenure decisions. Teaching faculty may vote on teaching faculty matters including appointment, reappointment, and promotion reviews.

A. Teaching Faculty Appointment Cap

This department's appointment cap on teaching faculty in relation to the total of tenure-track and teaching faculty is established in the college pattern of administration. The total number of teaching faculty in the Department of CBC must be fewer than the number of tenure-track faculty in the Department of CBC.

The Department of CBC makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, lecturer titles, and visiting titles. Associated faculty are invited to participate in discussions on non-personnel matters but are not eligible to vote. These faculty may not participate and are not eligible to vote in personnel matters, including promotion and tenure.

Emeritus faculty in this Department may be invited by the Chair to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

Detailed information about the appointment criteria and procedures for the various types of

faculty appointments made in the Department is provided in the [Appointments, Promotion and Tenure Document](#).

V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The organization of department services and staff is shown in Figure 1

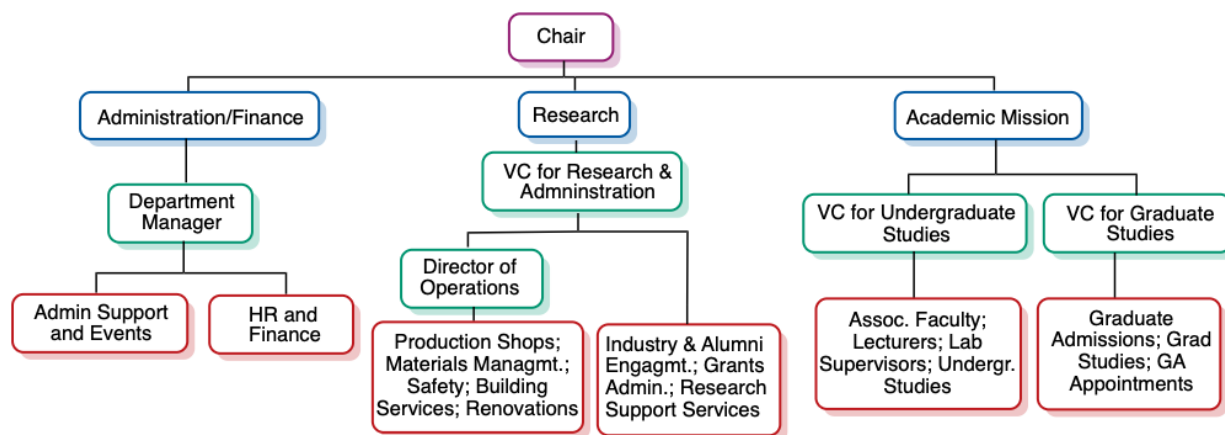


Figure 1. Administrative structure of the department

A. Department Manager

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

B. Director of Operations

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

C. Director of Research Support Services (DRS)

The Director of Research Support Services (DRS) is a member of the permanent staff and reports to the Department Chair through the Vice Chair for Research and Administration (VCR). The DRS is a member of the Chair's Cabinet. The DRS is a senior staff member of the Department

and directly supervises and provides support for the multiuser instrumentation facilities of the Department. She/He is the direct supervisor to those staff members of the multiuser instrumentation facilities.

D. Grants Coordinators

The Grants Coordinators are members of the permanent staff and report to the VCR. Their role is to facilitate the submission of external grants by faculty, including large multi-PI center/facilities/training grants, to help faculty manage the current funds, and identify potential funding opportunities. The grants coordinators also alert faculty of approved spending and help with cost projections.

E. Other Staff

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

F. Teaching Divisions

The Department is organized into six teaching divisions for convenience in the staffing of curricular offerings and in establishing the requirements for graduate degrees of students pursuing research in related areas of Chemistry and Biochemistry. Each faculty member will be a member of one or more teaching divisions. The divisions are (1) Analytical, (2) Biochemistry, (3) Inorganic, (4) Organic, (5) Physical, and (6) Chemical Education. The responsibilities of the teaching divisions are established by the faculty of the Department as a whole.

VI. OVERVIEW OF DEPARTMENT 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, by the Vice Chairs, 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 is 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. The Chair will consult with the faculty as a whole on all educational and academic policy matters, and such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole. The Chair will respect the principle of majority rule. A critical role of the Chair is to build faculty consensus. This is best accomplished by the Chair's dissemination of information to the faculty as thoroughly as is practical and timely, and to allow faculty input into important decisions. When a departure from majority rule is judged to be necessary, the Chair will explain to the faculty the reasons for the departure, ideally before action is taken. In addition to the faculty meetings, an annual retreat for strategic planning is recommended. It is recognized, however, that in sensitive situations, the Chair may not be able to share certain sensitive

confidential information. In those cases, decisions may be made in consultation with the Faculty Advisory Committee and/or the Vice Chairs.

VII. DEPARTMENT ADMINISTRATION

As shown in Figure 1 in Section V, principal administrative officers of the Department are the Chair, Vice Chair for Research and Administration (VCR), Vice Chair for Undergraduate Studies (VCU), Vice Chair for Graduate Studies (VCG), Director of Operations (DO), Department Manager, and Director of Research Support Services (DRSS). This group will comprise the Cabinet.

A. Department Chair

The Chair is a member of the faculty and is appointed by the Dean in consultation with the faculty. The primary responsibilities of the Chair are set forth in Faculty Rule [3335-3-35](#) (C). This rule requires the department chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

The Chair shall be responsible for appointing faculty, staff, and students to all Department committees except those for which specific methods of selection are described, appointing the Vice Chairs for Research and Administration, Graduate and Undergraduate Studies, assigning space to research groups, and recommending salary increases to the Dean. The Chair will communicate the needs and wishes of the Department to the Dean, particularly in the area of faculty development and promotion and tenure (see Section VI of the [Appointments, Promotion and Tenure Document](#)).

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

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

3. To plan with the members of the faculty and the Dean of the College a progressive program; to encourage research and educational investigations.
4. To assign workload according to the department's workload guidelines (see Section IX) and faculty appointment type (and rank); to see that faculty duties and responsibilities in instruction, scholarship, and service are assigned and distributed equitably.
5. To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, evaluation methods on non-traditional courses, including lab, seminar, and introduction to research courses, and periodic course review by the faculty, as outlined in Section IX of the departmental [Appointments, Promotion and Tenure document](#). To be clear, this includes instruction efforts of senior faculty members.
6. To evaluate faculty members annually in accordance with both university and department established criteria
7. To inform faculty members when they receive their annual review of their right to review their primary personnel file and to place in that file a response to any evaluation, comment or other material contained in the file.
8. After consultation with the eligible faculty, to make recommendations to the Dean of the College regarding appointments, promotions, dismissals and matters affecting the work of members of the Department faculty in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion, and Tenure document.
9. To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank, and in general to lead in maintaining a high level of morale.
10. To maintain a curriculum vitae for all personnel teaching a course in the Department's curriculum.
11. To see that adequate supervision and training are given to those members of the faculty, staff, and students who may benefit from such assistance.
12. To prepare (after consultation with the faculty) annual budget recommendations for consideration by the Dean of the College.
13. To approve or modify the teaching roster, and requests for increased or reduced teaching by an active faculty member, subject to approval of the divisional dean. Overall, research and service activities, external support for research and research productivity may be considered in arriving at these decisions. These decisions dictate the need for temporary lecturers.

14. To report annually to the faculty on the state of the Department's finances.
15. To supervise certain members of the staff including the Department Manager and the administrative assistant to the Chair. As vacancies develop in the staff, the Chair will decide whether to fill the vacated position or to hire a new staff member with different skills and responsibilities. This decision will be made in consultation with the cabinet and interested faculty members.
16. To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.

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

B. Other Administrators

1. *Vice Chair for Research and Administration*

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

The VCR will assist the Chair in assigned aspects of Department administration, particularly in regard to administration, grants management, space allocations, and lab setup renovations. Assigned duties include:

1. To represent the Chair in appropriate official capacities and serve as acting chair when the Chair is unavailable.
2. To serve as direct supervisor of the DO and work with the VCG and VCU to coordinate north and south campus operations, infrastructure, facilities, and space assignments.
3. To serve as the direct supervisor of the Director of Research Support Services (DRSS) and oversee the operation, maintenance, and instrument acquisition of the Research Support Services (RSS).
4. To work with the Chair and the Awards Nominations Committee to actively search for award opportunities for eligible faculty and staff and to work with awards nomination staff to write the first draft of all award nomination letters that requires letters from the Chair. She/He will also work with awards nomination staff to contact potential letter writers for each case and provide them required candidate information.
5. To work with the Chair and the DO, and when required the FAC, to address requests from faculty and staff regarding space allocation or other issues related to equipment or renovations.

6. To approve or reject requests by the faculty for absences from Campus during on-duty periods (Faculty Rule [3335-5-08](#)).
7. To serve as the Industry Liaison for CBC. She/He is engaged in industry funding, collaborations with industry, and technology transfers. She/He is responsible for helping to match research interests of industrial partners with those of individual faculty, as well as identifying areas where OSU user facilities can engage industry for revenue.
8. The VCR is an ex-officio member of the Chair's Faculty Advisory Committee. She/He should be involved in discussion in the FAC but does not have a vote.
9. To supervise the grants coordinators. She/He leads efforts to assist faculty with the review of drafts of proposals before submission, assists with identifying center proposal opportunities, and leads new initiatives to incentivize collaborative research.

2. *Vice Chair for Undergraduate Studies*

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

The responsibilities of the VCU include:

- Ensuring high quality of teaching and grade equity in all undergraduate courses by:
 - Collaborating with faculty in each teaching division to facilitate the organization, presentation, and grading of undergraduate courses in those divisions
 - Determining the coverage and format of the general chemistry courses, providing centralized resources, and developing reports to assist with normalizing grades
 - Assisting the Chair with reviewing the classroom instructional efforts of the faculty for undergraduate courses
 - Ensuring consistency among courses taught at the regional and Columbus campuses, including efforts in innovative teaching
 - Assisting the Chair with responding to complaints raised by or for students in undergraduate courses

- Managing the staffing and scheduling of all undergraduate courses. This includes collaborating with the faculty in the teaching divisions and instructional staff, as well as the Classroom Scheduling Office for the University.
- Assisting the chair in coordinating the onboarding of teaching faculty, and lecturers.
- Coordinating the selection, training, and evaluation of additional instructional staff to assist with leading and coordinating laboratory and recitation sections.
- Providing maximum service to the students while minimizing costs to the Department when determining if additional sections of a class should be offered.
- Providing the Chair with reports regarding undergraduate course enrollment and evaluation.
- Overseeing the undergraduate curricula and assessment efforts by serving as a voting member of the Undergraduate Curriculum Committee and the Undergraduate Instructional Assessment Committee. She/He may chair these committees or may recommend designees to the Chair. The VCU normally also serves on the College Curriculum Committee in order to maintain close coordination of activities within that group.
- Coordinating the services provided by the Department for the undergraduate teaching program. These services include planning laboratory schedules in coordination with lab supervisors and instructors, developing new labs to improve student learning, and holding weekly staff meetings to assure that teaching assistants are well informed of their responsibilities and assignments.
- Assisting the Chair in reviewing the classroom instructional efforts of the faculty for undergraduate courses and undergraduate student mentoring in research.

3. *Vice Chair for Graduate Studies*

The Vice Chair for Graduate Studies (VCG) is a member of the tenure-track faculty and is appointed by and reports to the Chair of the Department of Chemistry and Biochemistry. The VCG is broadly responsible for administering the Chemistry graduate program and the Biochemistry M.S. program in the Department of Chemistry and Biochemistry. The primary mission of the office of the Vice Chair is the development of a strong national and international reputation for the graduate programs sponsored by the Department of Chemistry and Biochemistry. The VCG will assist graduate students in submitting national fellowship applications such as NSF fellowships. Programs to mentor graduate students are also the responsibility of the VCG. The VCG is a member of the Chair's Cabinet, Chair of the Graduate Studies Committee, and makes the final decisions on admission of graduate students to the graduate program. The duties of this office include the supervision and evaluation of the performance of staff assigned to the Graduate Studies Office; leading the Director of Graduate

Admissions, the preparation annually of a budget for the recruitment of graduate students, recruiting, hiring, and assignment of Graduate Teaching Associates in consultation with the VCU. The VCG has a reduced teaching load in recognition of significant administrative responsibilities.

Responsibilities of the VCG include:

- Administering the Graduate Studies Office and its staff, that is responsible for all graduate academic programs in the Department.
- Planning and implementing innovative approaches to graduate student recruiting. Making offers of admission to students admitted to the Department's graduate program.
- Ensuring placement of students into research groups in a manner that is fair and equitable amongst faculty. Limits on the number of students assigned to a single group may be imposed by the VCG, in consultation with the Graduate Studies Committee and the Division, based on levels of external funding, junior faculty status, progress of previous graduate students supervised by the faculty member, or to maximize the distribution for the wellbeing of the department.
- The VCG serves as Chair of the Graduate Studies Committee, and in that role, is responsible for the graduate curriculum and the academic progress of all graduate students enrolled in the Department. The VCG is responsible for fellowship nominations, including the Henne Research Competition, Presidential Fellowships, and John S. Swenton Award for Outstanding Teaching. The Chair of the Graduate Admissions Committee works with the VCG to recruit the most highly qualified students possible for the program. The Graduate Studies Committee is responsible to the VCG for overseeing the progress and evaluation of performance of all graduate students matriculated in the program. The VCG is also responsible to the Chair for evaluation of the quality of graduate instruction.
- The VCG will ensure that the Director of Graduate Admissions drafts all nominations for University Fellowships, Graduate Access Fellowships, and other internal and external graduate student awards and fellowships. These must be completed in a timely fashion by the Director of Admissions to be submitted by the VCG.
- The VCG assists the Chair in reviewing the classroom instructional efforts of the faculty for graduate courses and graduate student mentoring.

The VCG is an ex-officio member of the Chair's Faculty Advisory Committee. She/He should be involved in discussion in the FAC but does not have a vote.

C. Committees

The Chair is responsible for appointment of faculty, staff, and students to all departmental committees except those for which specific methods of selection are described below. The Chair

is ex-officio on all department committees, non-voting on the committee of the eligible faculty. Committee assignments typically will coincide with the academic year unless otherwise noted. The Chair may also, from time to time, create ad hoc committees. The number of faculty/staff on each committee may vary from year to year with the exception of the Faculty Advisory committee. The composition and duties of the Department's standing committees are:

1. *Faculty Advisory Committee (FAC)*

This FAC is composed of six tenure-track faculty members. Faculty will elect representatives to serve a term of three years on the FAC. The department Chair serves as the chair of the FAC. The terms will be staggered so that approximately one third of the committee shall be named or elected or re-elected every year. All associate professors and professors are eligible to serve on this committee with the exception of those who just completed their term on the FAC and the Vice Chairs. Prior FAC members will be eligible one year after completing a term. The FAC is constituted to provide advice to the Department Chair on all matters concerning the Department. The committee will meet on a regular basis with the Department Chair. Meetings, which may be called by the Department Chair or by a majority of the committee, will be scheduled in a timely manner by the Department Chair. Additional meetings may be called by either the Department Chair or the majority of the committee.

In cases where special expertise is required, the Department Chair may appoint an additional member of the committee. The Department Chair is also a member, ex officio, of this committee. The FAC has no formally appointed chair.

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

The performance of the Department Chair will be reviewed by the Department approximately two years into his/her term. The review will be undertaken by the Faculty Advisory Committee. The findings of this review will be reported to the Chair and the Dean and, at the discretion of the committee and the Dean, to the faculty.

2. *Committee of Eligible Faculty (CEF)*

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

a. *Promotion and Tenure Subcommittee (P&T)*

A subset of the Committee of Eligible Faculty comprises the Promotion and Tenure

subcommittee. This subcommittee is responsible for organizing faculty promotion and tenure reviews and presenting each case to the entire CEF. The P&T subcommittee will be composed of:

- The Committee Chair. This is a tenured professor appointed by the Chair.
- A Procedures Oversight Designee (POD). This tenured professor is assigned to ensure the review procedure is properly executed, including ensuring adherence to the university's [Equal Employment Opportunity policy](#). The POD is further described in the Department's [Appointments, Promotion, and Tenure document](#), Section III.B.
- An ad hoc member from the eligible faculty whose disciplinary specialty is close to that of the candidate. This member will vary depending on the candidate under review.

The chair and POD serve three-year terms.

3. *Graduate Admissions Committee (GAC)*

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

Membership consists of faculty from the six teaching divisions and DGA appointed by the Department Chair. The DGA reports directly to the Vice Chair for Graduate Studies, who is a non-voting member of the committee. This committee is charged with developing a budget for student recruiting. This budget will be presented to the Department Chair who, in consultation with the Cabinet, will approve or modify it.

4. *Graduate Studies Committee (GSC)*

The rules of the Graduate School provide for the supervision of all graduate students in Chemistry and Biochemistry by the graduate faculty of the Department. The Graduate Studies Committee will apply the "Rules of the Graduate Program" in the [Department Policies](#) document (Section I). These guidelines are subject to annual review. Students are governed by the guidelines in place at the time they enter the Program.

Faculty have the right to manage research sponsored by industry or government contracts which may impose, as part of the contract, rules governing disclosure to protect intellectual property generated at The Ohio State University. Although it is advisable that postdoctoral associates

rather than graduate students participate in these studies, graduate student participation is allowed. In these cases, however, faculty will identify to the Graduate Studies Office annually those graduate students involved in proprietary research. These students will be interviewed by the Vice Chair of Graduate Studies on behalf of the GSC to ensure that the progress of the student to graduation and employment in the profession is not being impeded by issues of non-disclosure and that the activities of the student are in line with the university's [conflict of interest policy](#). If the GSC concludes that the students' progress is impeded by the industrial sponsorship, it has the power to remedy the situation. Faculty will annually disclose to the GSC and the Graduate Studies Office the names of any graduate students they have involved in their own priority research. The GSC will ensure that the results of thesis and dissertation work can be published in a timely fashion and that the dissertation is fully public.

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

5. *Undergraduate Curriculum Committee*

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

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

6. *Undergraduate Instructional Assessment Committee*

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

Membership consists of the Committee Chair, appointed by the Department Chair, the VCU and instructional faculty and staff appropriate for the course(s) and/or program(s) under review.

7. *Assistant Professor Mentoring Committees*

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

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

8. *Associate Professor Mentors*

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

9. *Teaching Faculty Mentoring Committees*

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

10. *Safety Committee*

Safety rules and policies of the Department of Chemistry and Biochemistry are described in the departmental Chemical Hygiene Plan (CHP, see [Department Policies](#), section V).

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

The Safety Committee shall conduct annual reviews of the CHP and recommend changes to, and implementation of new safety policies as required and needed by the Department. Revisions and new policies will be adopted by a majority vote of the faculty.

Enforcement issues will be handled according to the guidelines described in the [Department Policies](#) document (section V).

11. *Joint Safety Team*

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

12. *Awards Nominations Committee*

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

13. *Research Support Services (RSS) Committee*

The RSS committee serves as a liaison between the Department faculty and the DRSS, Managers, and VCR in order to be sure the Departmental multiuser facilities are appropriately supporting the users' research needs as described in the [Department Policies](#) document (section

VIII). This may include soliciting feedback from faculty colleagues within the Department and the broader university; offering advice and feedback to the DRSS, Managers, and VCR for optimizing resources; assisting with hiring new RSS staff members, and facilitating departmental instrumentation upgrades and new instrument purchases via proposal or other means. The VCR will serve as committee chair and members will be appointed by the Chair consisting of five faculty members who use the multiuser facilities. The DRSS serves as an ex-officio member.

14. *Faculty Search Committee(s)*

The Chair will meet with the faculty on a monthly basis as appropriate to discuss the Department's needs in hiring new members of the faculty. The Chair may appoint a separate ad hoc committee tasked with strategic planning and faculty needs in the upcoming 1 – 5 years. The Chair will then appoint ad hoc recruiting committees as dictated by available resources. The committee(s) will be charged with conducting the procedures established in the OAA's [SHIFT](#) documents and the Department's APT document to recruit outstanding new faculty to the Department.

15. *Other Committees*

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

VIII. FACULTY MEETINGS

The Chair will provide to the tenure-track and teaching faculty a schedule of Department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per academic term and will normally provide for monthly meetings. A call for agenda items and a completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the Department faculty will also be scheduled when at least 25% of the Department faculty make a request for a meeting in writing. The Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The Chair will distribute minutes of faculty meetings to faculty by email prior to the next faculty meeting. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes. Emeritus faculty members may attend meetings of the faculty upon invitation from the Chair but may not vote on any matters.

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

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

Either the Chair or one-third of all faculty members eligible to vote may determine that a formal

vote conducted by an electronic means is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote.

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

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

IX. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD

Faculty roles and responsibilities are described in the initial letter of offer. Workload assignments and expectations for the upcoming year are addressed as part of the annual performance and merit review by the department chair based on department needs as well as faculty productivity and career development.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and department meetings and events even if they have no formal course assignment. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours in order to be readily available to students. Each faculty member is required to hold at least one hour of office hours per week per course. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XII) or on approved travel.

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

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

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must

disclose and discuss these with the department chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).

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

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

A. Tenure-Track Faculty

Tenure-track faculty members on the Columbus campus and regional campuses are expected to contribute to the university's tripartite mission of teaching, scholarship, and service. For faculty on the Columbus campus, this includes graduate teaching, mentoring, and serving on Ph.D. candidacy and examination committees. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected. Many faculty members voluntarily take on a variety of professional activities that fall outside the Department's guidelines on faculty duties and responsibilities. These activities often benefit the Department or University and may be taken into account in considering a faculty member's total workload. All items described below will be criteria included in the annual performance for Columbus campus tenure-track evaluation.

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

Teaching

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). Faculty members are also expected to advise undergraduate and graduate students in the department and supervise independent studies and thesis and dissertation work. Faculty must have at least a 25% FTE appointment in the Department to be eligible to serve as advisor and preceptor to graduate students of the Chemistry Ph.D. or Biochemistry M.S. programs. Tenure-track faculty on regional campuses are not eligible to serve as advisors or preceptors to graduate students.

The base annual teaching load for a 100% FTE tenure track faculty member in the Department consists of two courses that are lecture or laboratory courses and additional individual research training of graduate students in the 8999 course. Additionally, individual research instruction of undergraduate students may be undertaken under the 4998, 4998H, 4999 and/or 4999H courses.

Adjustments to the standard teaching assignment may be approved by the Chair in consultation with the Faculty Advisory Committee, who shall annually review faculty annual reports to determine how each faculty member can best contribute to the Department's mission. The Chair and FAC will work together to strive for transparency in assigning adjustments in teaching loads. Nevertheless, all faculty members will be subject to a minimum teaching requirement. Example mitigating factors that may justify reduced teaching assignments: new (untenured) faculty, administrative posts, release time. For example, when a faculty member leads a major center grant, release from 0.5 – 1.0 course per year is expected. The extent of the reduced load would be determined based on the size of the additional workload of the faculty member.

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

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

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

Moreover, each faculty member is expected to:

- teach a variety of courses: large-enrollment first- and second-year undergraduate courses, smaller-enrollment advanced undergraduate and graduate courses, and research courses
- establish and maintain vigorous research programs involving graduate and undergraduate students and postdoctoral researchers

- participate in undergraduate and graduate curriculum development.

Chemistry and Biochemistry tenure-track faculty at the regional campuses:

- will use the same instruments to measure student satisfaction of teaching as members of the Columbus campus
- may periodically teach on the Columbus campus with the approval of the Vice Chair for Undergraduate Studies and the regional campus Dean.

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

Scholarship

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

Research activities are expected to result in publications in peer reviewed scholarly journals, as well as theses and dissertations for undergraduate and graduate students. The results are also expected to form the basis of invitations to professional meetings, seminar presentations at universities, and citations of publications. Because the scholarly activities in Chemistry and Biochemistry are primarily funded from external sources, all faculty members are expected to seek such funding to support their research programs.

Regional campus faculty members are encouraged to spend their FPLs involved in research on the Columbus campus and may establish research groups involving undergraduates or staff on the Columbus campus and, in that capacity, use Department instrumentation on the Columbus campus.

Service

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

within the department and, for nonprobationary faculty members, at least one committee outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, leadership in an educational outreach activity, service in an administrative position within the department, college, or university).

Faculty members are expected to engage in service to the profession, such as administrative, advisory, and evaluation committees. These activities may include being active participants as members of committees or holding leadership roles in professional societies, serving as reviewers for manuscripts and proposals for funding or government agencies, and organizing professional conferences or symposia.

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other department events. Members of the faculty are expected to serve on departmental and university committees in addition to student advisory and examination committees.

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

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

Service of committee members to the department will be evaluated by each committee chair based on the time commitment and level of performance.

1. *Special Assignments (SA)*

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). The information provided below supplements these policies.

Faculty members interested in a special assignment must submit a proposal to the Chair in January for the following academic year. The Department Chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to

the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

Written requests for SAs by faculty should be sent to the department chair or school director for endorsement and then forwarded to the divisional dean for approval. Proposals for SAs should indicate the nature of the assignment and the impact the assignment will have on the faculty member and the institution.

B. Teaching Faculty

The Department of Chemistry and Biochemistry appoints teaching faculty. These appointments exist for faculty members who focus principally on the education needs for the department. The standard workload expectations for full-time teaching faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Teaching faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Scholarship in pedagogy and/or professional practice is expected at the rank of Professor and is desirable for Associate Professors who wish to be promoted.

Teaching Faculty members are expected to demonstrate excellence in teaching and may engage in program development. Teaching faculty are expected to participate in Department, College, and/or University level service activity commensurate with the percentage of their appointment assigned to service.

While the promotion from Assistant Teaching Professor to Associate Teaching Professor does not have an expectation of research, promotion from Associate Teaching Professor to Teaching Professor requires scholarship activity pertinent to pedagogy and/or professional practice. Faculty appointment comes with expectations for scholarly activity. As such, the job must be structured in a way that provides the time and resources necessary to carry out research. Teaching faculty members can mentor undergraduate students, but not graduate students. Therefore, teaching faculty workloads are structured as follows:

Assistant Teaching Professors: 75% teaching, 25% service

Associate Teaching Professors: 75% teaching, 25% service, with possible up to an annual 5% service reduction for research/program development

Teaching Professors: 75% teaching, 20% service, 5% research/program development

C. Associated Faculty

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

The standard teaching load for full-time lecturers is two large section courses (courses with >100 students) in fall semester and two similar sections in spring semester.

Faculty members with tenure-track titles and appointments <50% FTE will have each dimension of their workload responsibility (teaching, research, service) adjusted proportionally their appointment level.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required. Teaching assignments, if any, will be determined by the Vice Chair for Undergraduate Studies, in consultation with the Department Chair.

D. Modification of Duties

The Department of Chemistry and Biochemistry strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the Department is committed to adhering to the College of Arts and Sciences' guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the college pattern of administration for details. See also the OHR Parental Care Guidebook and the [Paid Time Off policy](#) in Section IV.

The faculty member requesting the modification of duties and the Department Chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the University. Expectations must be spelled out in an MOU that is approved by the Dean. A faculty member who is relieved of teaching duties for a semester under the modified duties process cannot be required to make up the teaching at a later time.

X. COURSE OFFERINGS, TEACHING SCHEDULES, AND GRADE ASSIGNMENTS

All tenured, tenure-track, and teaching faculty are expected to contribute to the department's teaching, including large enrollment, general education, and specialized courses for undergraduates and graduate students (graduate faculty only).

The Department Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. However, the dean and divisional deans are ultimately responsible for approving course offerings and teaching schedules. While every effort will be made to accommodate the individual preferences of faculty, the Department's first obligation is to offer the courses needed by students at times most likely to meet student needs. To ensure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-17](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course. Finally, to the extent possible, courses required in any curriculum or courses with

routinely high demand will be taught by at least two faculty members across offerings to ensure that instructional expertise is always available for such courses.

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

Cross-Listing Graduate Courses

The Graduate Studies Committee may consider requests by departments other than Chemistry and Biochemistry for cross-listing of graduate courses under a Departmental number.

Typical reasons for cross-listing are:

- to make students aware of offerings in other departments that may be of value to Chemistry and Biochemistry students in their graduate studies
- to make courses outside the Department available for graduate curricular requirements
- to consolidate enrollments in two or more departments where enrollments from a single department would be insufficient to justify teaching the course

XI. ALLOCATION OF DEPARTMENT RESOURCES

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

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

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

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

A. Assignment of Research Space to Individual Faculty Members

It is the policy of the Department of Chemistry and Biochemistry to use space within the Department so as to maximize the potential of every faculty member and student in the

Department. The Chair has final authority to assign all laboratory space to members of the faculty. These assignments will be made in consultation with the Vice Chair for Research and Administration and the Faculty Advisory Committee (FAC) and interested faculty.

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

It is expected that space allotments will vary over time as individual groups expand and contract. It is understood that group sizes will vary over time due to changes in external funding, personal choice, and success in graduate student recruiting. Undergraduate researchers are not counted in the determination of research space allocation. Faculty members who feel they need additional space can submit a request in writing to the Chair at any time. At the discretion of the Chair, the FAC (which includes the VRC as an ex-officio member) may be charged with reviewing the request and consulting with all other faculty members influenced by the request. The FAC can seek external expertise to help its deliberations. The Chair may accept, reject, or modify the recommendation of the FAC.

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

The following guidelines will be used in space deliberations:

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

B. Limits on Assignment of GTAs to Individual Faculty

[Restated in [Department Policies](#) document, section II.C]

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

GTA allocation to research active faculty follows a “TA = RA + 2” formula. Thus, a faculty member supporting two (2) graduate students as GRAs may access up to four ($2 + 2$) TA slots, to reach a maximum of 6 graduate students. This formula will be enforced as an average over a three-year period. Untenured assistant professors are not subject to this limit. Tenured faculty may recruit additional graduate students into their groups to the extent that they have other means of supporting them (e.g., via GRAs). In consideration of extraordinary teaching or service, this formula may be modified by the Chair, in consultation with the VCG and VCU.

C. Allocation of Travel Funds

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

Subject to the availability of funds and department needs, the Department will support faculty travel by automobile for the purpose of graduate student recruitment at institutions approved by the VCG. The Department will cover up to one night’s lodging and standard per diem expenses for graduate student recruitment. Travel requiring travel by air will need prior approval for reimbursement.

XII. LEAVES AND ABSENCES

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

A. Discretionary Absence

During on-duty periods faculty members are expected to be accountable for interaction with students, service assignments, and other responsibilities even if they have no formal course assignment that period.

Faculty are expected to complete a travel request or a [request for absence form](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right, and the department chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty

require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)).

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

B. Absence for Medical Reasons

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

C. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#).

D. Faculty Professional Leave (FPL)

Information on Faculty Professional Leave is presented in the Office of Academic Affairs [Policy on Faculty Professional Leave](#). The information provided below supplements this policy.

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

E. Parental Leave

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

XIII. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITY

Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty](#)

[Compensation](#). Information on outside activities is presented in the university's [Policy on Outside Activities and Conflicts](#). The information provided below supplements these policies.

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

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

Should a Department faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him or her, such textbook or material may be required for a course by the faculty member only if (1) the Department Chair and Dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the Department or College reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

The selection of textbooks used for courses taught in the Department of Chemistry and Biochemistry shall be made with due regard for the objectives of the course, the needs of students taking the course, and the recommended procedures of the University. For courses which are offered in multiple sections or which are within a sequence, the same textbook will be used for all sections and efforts shall be made to accommodate the expectations of everyone teaching these sections and related courses. For small enrollment classes, the VCU may endorse a book selection or may appoint a faculty committee to review the selection of text. For large enrollment classes, the potential conflict is managed by appointment of a selection committee with the author/coauthor excluded from its membership.

Textbook selections for large enrollment course sequences will be made by a committee appointed by the VCU after consultation with the faculty teaching these courses. A committee shall include, if possible, faculty who have taught the courses within recent semesters and faculty from the Regional Campuses. Experienced lecturers, teaching faculty, associated faculty, and Graduate Teaching Associates are eligible to serve on such a committee. The committee shall be responsible for screening all appropriate textbooks, soliciting recommendations from all faculty and lecturers, and recommending to the VCU no less than two and no more than three books for

the course sequence. The VCU will then negotiate with the publishers to obtain the best possible price. The committee will then make a final recommendation that incorporates the potential cost to students for the text under consideration. The VCU shall serve ex officio as a non-voting member of all selection committees.

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

XIV. FINANCIAL CONFLICTS OF INTEREST

Information on faculty financial conflicts of interest is presented in the [Policy on Outside Activities and Conflicts](#). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member, staff member, or administrator's professional judgment in exercising any university duty or responsibility, including designing, or reporting research.

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

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

XV. GRIEVANCE PROCEDURES

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

A. Salary Grievances

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

Faculty members who wish to pursue the matter may be eligible to file an appeal with the Arts and Sciences Salary Appeals Committee as described in the college's [Pattern of Administration](#). A formal salary appeal can also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

Resources.

B. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#)

C. Faculty and Staff Misconduct

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

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

D. Harassment, Discrimination, and Sexual Misconduct

The [Civil Rights Compliance Office](#) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

- 1 Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's [policy equal employment opportunity](#).
- 2 Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's [policy on nondiscrimination, harassment, and sexual misconduct](#).

E. Violations of Laws, Rules, Regulations, or Policies

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

F. Complaints by and about Students

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

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

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the Chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

G. Academic Misconduct

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