

**Pattern of Administration
for
The Ohio State University
Department of Finance**

Revision Approved by the Office of Academic Affairs: October 28, 2025

**PATTERN OF ADMINISTRATION
FOR THE DEPARTMENT OF FINANCE
MAX M. FISHER COLLEGE OF BUSINESS
THE OHIO STATE UNIVERSITY**

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I INTRODUCTION

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

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

II DEPARTMENT MISSION

The mission of the Department of Finance is to provide an environment conducive to faculty research and teaching of the highest caliber to advance the area of finance. The department strives to develop its faculty throughout their careers in the achievement of excellence in research, teaching, and service.

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 (TT), clinical, and associated faculty.

The Department of Finance makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty with least 50% FTE are eligible to vote on most matters, unless they also hold the title of associate dean or higher, in which case they might have a dual, and potentially conflicting role of having to review and/or approve recommendations from the Department.

The Department of Finance has clinical faculty members. Clinical faculty titles are clinical assistant professor, clinical associate professor, and clinical professor. The number of clinical faculty comprising the group of clinical faculty can be no more than 20% of the number of total tenure-track faculty. Clinical faculty may vote in all matters of department governance except tenure track appointment, 4th-year renewal decisions, promotion and tenure decisions. Any clinical faculty member appointed by the department may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

Associated faculty (adjunct faculty, lecturers, senior lecturers, visiting faculty and tenure-track faculty with less than 50% FTEs) and emeritus faculty are invited to participate in discussions on non-personnel

matters, but may not participate in personnel matters, including 4th-year renewal decisions, 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 this department is provided in the college [Appointments, Promotion and Tenure Criteria and Procedures document](#).

V ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The department has two separate groups of tenure-track faculty: Finance faculty and Business Law faculty. The department also has clinical finance faculty, senior lecturers, lecturers, and adjunct faculty. The department offices are managed by a senior administrative staff person, and several additional full-time staff members. The department hosts one research center (The Charles A. Dice Center for Research in Financial Economics) and is closely affiliated with two interdisciplinary research centers: The Ohio State Center for Real Estate Education and Research and The Risk Institute.

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, 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 wide-ranging participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

VII DEPARTMENT ADMINISTRATION

The administration of the Department of Finance consists of a department chairperson, standing committees, coordinators, and such other committees and task forces as deemed necessary by the faculty.

A Chair

The primary responsibilities of the chair are set forth in Faculty Rule [3335-3-35](#). This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#) also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure. The Department of Finance adheres to the Fisher College of Business Appointments, Promotion and Tenure Document.

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

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the recruitment, hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program to encourage research and educational investigations.
- To assign workload according to the department's workload guidelines (see Section IX) and faculty appointment type (and rank).

- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members and staff annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend, after consultation with the eligible faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and [3335-7](#) and the college [Appointments, Promotion and Tenure document](#).
- To see that all faculty members, regardless of their assigned location, are offered departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To see that adequate supervision, training and development are offered to those members of the staff who may profit by such assistance.
- To recognize the multi-disciplinary nature of the Fisher College of Business and the corresponding importance of effective collegiality and cooperation in both academic undertakings and administrative operations.
- To prepare, after consultation with tenured faculty, annual budget recommendations for the consideration of the dean of the college.
- 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 chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the tenured faculty, the dean of the college, Office of Academic Affairs, and Board of Trustees.

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

B Committees

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

Standing committees are established by the faculty to handle matters of ongoing interest. The chair

appoints the chairperson of each standing committee and, unless otherwise stipulated below, additional members as needed. Unless otherwise stated, committee members are appointed for an annual term subject to review and renewal. Depending upon college and department priorities, some committees may be left vacant in a given year. The standing committees of the department are currently as follows:

Ph.D. Committee. The committee is responsible for Ph.D. policy and curricular issues as well as the admission, development, and evaluation of Ph.D. students. The chair of the department Ph.D. committee normally serves as the representative to the college Ph.D. in Business Administration committee.

Faculty Recruiting Committee. After consulting with the faculty and the dean as to the specific needs of the department in any given year, the committee is responsible for: i) advertising potential positions; ii) developing the applicant pool, including the screening of any applications that are received as well as the solicitation of potential interest or other promising candidates; iii) conducting preliminary interviews; and iv) arranging campus visits for the most promising prospects. Note that the committee will typically need to consult with the dean as well as with other faculty members to determine both the number and nature of the final pool of prospects for campus visits. The committee's work will be conducted according to the [SHIFT](#) Framework for faculty recruitment. The appointment of all compensated tenure-track, clinical, and associated faculty, irrespective of rank, must be based on a formal search process following the Framework.

Department Executive Committee. At the beginning of each calendar year, the department faculty will vote three tenured faculty members (by highest number of votes) to form the department executive committee, with each faculty member given three votes to be distributed over three different eligible candidates. The purpose of this committee is to provide advice to the chair of the department on matters considered important to the department, especially those that involve the development of policy.

Ad Hoc Committees and Task Forces may be established as deemed necessary by the department chair or as directed by the department faculty when assembled in a meeting. Two that deserve special notes are the Departmental Promotion and Tenure Committee and the Teaching and Curriculum Committee.

Promotion and Tenure Review Committee. In recognition of the fact that the Department of Finance consists of two distinct sub groups, Business Law and Finance, it is the custom of the Department to make every reasonable effort to choose faculty from the corresponding faculty sub group to serve on the committee for a given promotion and tenure case (i.e., the department has a strong preference to have a Business Law Faculty serve on Business Law cases and Finance faculty serve on Finance cases).

Teaching and Curriculum Committee. The teaching and curriculum committee works closely with the Department Chair on scheduling peer teaching evaluations, curriculum initiatives, curriculum changes to any undergraduate specializations and minors overseen by the Department of Finance, curriculum changes to the MBA (FTMBA and WPMBA), and the Specialized Master in Finance (SMF). The committee members (three) will be appointed by the Department Chair and will include at least one tenured faculty member and one clinical faculty member.

VIII FACULTY MEETINGS

Meeting Schedule. The chair will provide the faculty with a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per academic term and normally will provide for monthly meetings. A meeting of the department faculty will also be scheduled on written request of 25% of the department tenure-track faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request.

Agenda Items. A call for agenda items and completed agenda will be delivered to faculty by e-mail

before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting.

Minutes. The chair will distribute minutes of faculty meetings to faculty by e-mail — within ten days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

Voting. Special policies pertain to voting on personnel matters, and these are set forth in the college [Appointments, Promotion and Tenure Criteria and Procedures 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.

Written Ballot. Either the chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written or electronic ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered when a particular position is supported by at least a majority of all faculty members eligible to vote. Balloting will be conducted by mail, e-mail, or through an online portal (i.e., Qualtrics survey) when necessary to assure maximum participation in voting. When conducting a ballot, faculty members will be given one week to respond.

Split 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 Rule of Order will be invoked when more formality is needed to serve those 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 departmental 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 TIU 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; for a three-credit course, a minimum of two office hours per week should be provided. 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.

To support a strong academic community and protect the integrity of key departmental functions, the default expectation is that departmental meetings involving personnel (e.g., hiring decisions, 4th-year review deliberations, promotion and tenure deliberations) and departmental seminars (including talks by internal and invited external speakers) will entail in-person participation from faculty and students. An in-person setting enables engagement, dialogue, and informal interactions that are critical to sustaining and nurturing high-quality knowledge creation and dissemination.

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 TIU, college, university, and/or community and approved by the Dean and department chair. 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 TIU 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](#). As noted in the policy, individuals in violation may be subject to corrective or disciplinary action, up to and including termination or dismissal. Thus, even when uncertain as to whether disclosure is required, faculty members should disclose outside activities and any potential 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.

In accordance with [Faculty Rule 3335-5-07](#), the TIU's workload guidelines are summarized below. These are in line with the university's [Faculty Workload Guideline](#) and provide transparent yet adaptable default expectations for assigning workload to entire faculty groups.

A Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university's mission via scholarship, teaching, and service. 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.

Teaching

All tenure-track faculty are expected to contribute to the TIU's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curricula. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload in line with the university's [Faculty Workload Guideline](#). This includes in classroom teaching, providing academic guidance and assistance to students in office hours, advising/mentoring undergraduate and graduate students, and supervising independent studies and thesis and dissertation work, as required.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course. Teaching assignments include credit-earning courses in degree and certificate programs.

The standard teaching assignment may 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 TIU, 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 and may decline, in consultation with the dean, to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department. All tenure-track faculty members must contribute to the mission of education (formal and/or informal instruction) over the course of the academic year.

Typically, a (full-time) tenure-track faculty member is assigned 3 units of teaching (a unit equates to a three-credit-hour class). The following circumstances lead to a decrease in the teaching assignment (with a commensurate increase in research or service responsibilities): (i) endowed chairs receive a 1 unit transfer from teaching to research; (ii) tenure-track faculty hires teach 2 units in their first year of employment; (iii) major service assignments such as an academic program director typically receive a transfer of up to 0.5 unit from teaching to service while department chairs and associate deans receive up to 2 units of such transfer; and (iv) parental leave and university approved leaves (e.g., FPL, Special Assignment, medical leave) result in teaching workload adjustments as per Section XII.

In addition to engaging in college-wide programs (e.g., MBA, Executive Education, Business Foundation undergraduate courses), the Department of Finance is directly responsible for the finance specialization in the undergraduate, the real estate specialization, the real estate minor, insurance minor, Specialized Master in Finance, and Ph.D. programs.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship (research) as defined in the TIU's [Appointments, Promotion, and Tenure Document](#). The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload in line with the university's [Faculty Workload Guideline](#). Over a three-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 can attract extramural funding and seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

Typically, a (full-time) tenure-track faculty member is assigned 4 units of research; the exception is that endowed chairs will typically be assigned 5 units of research, as previously noted. The Finance Department is the home of the Everett D. Reese Chair of Banking and Monetary Economics, Ralph Kurtz Chair in Finance, the John W. Galbreath Chair in Finance, Neil Klatskin Chair in Finance and Real Estate, and the David A. Rismiller Chair in Finance.

Service

Faculty members are expected to be engaged in service and outreach to the TIU, university, profession, and community. The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload in line with the university's [workload guideline](#). This will typically include service on committees both in the TIU and outside the unit (e.g., college, university, and profession). The service assignments can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the TIU, college, or university). Activities that strengthen relationship of the department and the college with the business community is also recognized as valuable service. These activities include active engagement with centers, teaching in (non-credit) executive education programs, and engaging with the department's Finance Advisory Board.

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other TIU events.

Service loads should be discussed with the department chair and agreed to during annual performance and merit reviews. When service assignments are not discussed or are primarily voluntary 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 Annual Merit Compensation Process (AMCP). The department chair should also consider this additional service burden in managing equity of service loads among faculty.

Typically, a tenure-track faculty member is assigned 1 unit of service; the enhanced service expectations of program directors, department chairs, and associate deans result in an increase in service assignments by 0.5 to 2 units, as previously noted.

Faculty Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#).

B Clinical Faculty

The Department of Finance appoints clinical faculty. Clinical faculty members are expected to contribute to the TIU's education and research missions. The standard workload expectations for clinical faculty members are 75-90% teaching, 0-20% research, and 10-15% service. In terms of workload units for (full-time) clinical faculty, typically, this corresponds to 6-7 units of teaching, up to 1 unit of research, and 1 unit of service. This workload distribution reflects that clinical faculty members are expected to contribute to the university's mission via teaching, and to a lesser extent, research and service. In cases where the clinical faculty member undertakes time-intensive leadership roles, the department chair in consultation with the dean works to make appropriate workload adjustment, and these are made in the same manner as noted for tenure-track faculty. Also, as with tenure-track faculty, service loads of clinical faculty should be discussed with the department chair and agreed to during annual performance and merit reviews.

C Associated Faculty

Standard workload expectations for compensated lecturers and senior lecturers are 85-100% teaching and 0-15% service, depending on the terms of their individual appointments. In terms of workload units, this corresponds to full-time lecturers and senior lecturers in Fisher typically being assigned 7 units of teaching and 1 unit of service. As with tenure-track and clinical faculty, service loads of lecturers should be discussed with the department chair and agreed to during annual performance and merit reviews.

Faculty members with tenure-track titles with appointments less than 50% FTE will have each dimension of their workload responsibility (teaching, research, service) adjusted proportionally to their appointment level. Expectations for compensated visiting faculty members will be based on the terms of their appointment.

D Modification of Duties

The Department of Finance 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 Fisher College of Business' guidelines on 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 Parental Leave Policy in Section XII.

A faculty member requesting a 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.”

X COURSE OFFERINGS, TEACHING SCHEDULES, AND GRADE ASSIGNMENTS

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department’s first obligation is to offer the courses needed by the students at times and in formats, including on-line instruction, most likely to meet student needs.

The chair will obtain the requested number of course sections (teaching envelopes) from the various programs (undergraduate, MBA, SMF, and PhD). After soliciting faculty teaching interests, the chair will prepare a tentative teaching schedule for the coming year. As part of this process, the chair will consult with the deans and appropriate program directors. Based on the teaching preferences of faculty, AACSB accreditation standards, program needs, financial resources, and the scheduling needs of students, the chair will prepare final teaching schedules for each semester. In coordination with this process, the chair will assign administrative, committee, task force, classroom teaching, and other assignments in accordance with the Allocation of College Resources statement (See [College Pattern of Administration](#) for details) as he or she deems appropriate to meet the diverse needs of the department.

To ensure classroom availability, reasonable efforts must be made to distribute course offerings throughout the day and week. To meet student needs, reasonable efforts must be made to ensure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided.

A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester.

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 semesters of offering to assure 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 with a timeline for grade submission.

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.

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 sub-disciplines and productivity and grouping staff functions to maximize efficiency.

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

XII LEAVES AND ABSENCES

The university's policies and procedures with respect to leaves and absences are set forth on the Office of Human Resources (OHR) [Policies and Forms website](#). The general categories for leaves are summarized below

A Discretionary Leave

Faculty members are expected to complete a travel request or a [request for absence](#) well in advance of a planned absence (including for attendance at a professional meeting or to engage in consulting) to provide time for its consideration/approval and to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the college retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Faculty Rule 3335-5-08](#) requires that OAA approve any discretionary absence longer than ten consecutive business days.

B Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should inform the department chair 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](#).

Appropriate workload reductions on a case-by-case basis apply to a Fisher faculty member granted university leave for a significant period due to family and/or medical reasons. Such circumstance-contingent decisions will be made by the dean after consultation with the faculty member and department chair; the decisions will then be appropriately shared to ensure consistency across departments.

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](#). A faculty member may request an unpaid leave for personal or professional reasons. Professional reasons include the opportunity to take a temporary paid position outside the university that will enhance professional development and increase the faculty member's value to the academic unit on return. A faculty member applying for unpaid leave should submit a written request for the absence as far in advance as feasible since such leaves require approval by the department chair, dean, and OAA. Among other factors, approval will be based on the ability of the department and the college to cover the faculty member's responsibilities, and the implications of the leave on furthering the missions of the department and the college.

D Faculty Professional Leave

The Faculty Professional Leave (FPL) program was created to give long-serving tenured faculty a period of

uninterrupted time (one or two semesters) to invest in their professional development. FPL proposals generally emphasize enhancement of research skills and knowledge – see OAA’s policy on [Faculty Professional Leave](#).

The procedure for applying for an FPL for college faculty is as follows. Faculty members should complete OAA’s [Application for Faculty Professional Leave](#). In addition, they should also complete any application forms required by their department’s Pattern of Administration. The proposal is reviewed by the department chair, who consults with faculty as per the department’s Pattern of Administration. The chair’s recommendation should discuss the merits of the proposal, the potential benefits to the department and to the faculty member, and the ability of the department to accommodate the leave at the time requested. Only if the chair’s recommendation is to approve, the proposal and the recommendation are forwarded to the dean or the dean designee (currently the Associate Dean for Faculty and Research). The dean or the dean designee will evaluate these proposals using similar criteria while also accounting for college mission and needs.

An FPL requires approval from department chair, college dean, OAA, and Board of Trustees. Given this, FPL proposals for a particular year must be submitted no later than the end of the Autumn Semester of the preceding year. Exceptions to this timing can be granted if unexpected opportunities arise. But, even in these cases, proposals should be submitted to the department chair at least three months prior to the start of the proposed leave in order to meet deadlines for subsequent approvers.

E Parental Leave

The university and the college recognize the importance of parental leave to faculty members. The details are provided in the university’s [Parental Care Guidebook](#), the Paid Time Off [Policy 6.27](#), and the [Family and Medical Leave policy](#).

The college also provides assistance and flexibility to faculty to manage their workload during parental leave. In terms of teaching load, in the college, a faculty member (tenure-track or non-tenure-track) who is a birth mother is assigned 50% of her regular teaching load during the year of the birth. Further, given the tight mandatory tenure review deadlines, and the need for continuity in research, the teaching load for birth mothers who are tenure-track assistant professors in the Fisher College of Business is set to 1 unit in the academic year associated with the child’s birth.

Department chairs will also schedule the teaching and service assignments of fathers, domestic partners, or adoptive parents in accordance with the Paid Time Off [Policy 6.27](#), and the [Family and Medical Leave policy](#) in the university; the flexibility afforded by the workload “bank” in the college can be used to structure teaching as appropriate. No reduction in the teaching load is granted to fathers, domestic partners, or adoptive parents. The dean’s office, the department chair, and the faculty member will work together to schedule this teaching in a manner that is most appropriate in the circumstance. No service will be assigned during parental leave.

XIII ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

Information on additional compensation is presented in OAA’s [policy on Faculty Compensation](#). Information on compensation for external consulting is presented in the university’s [Policy on Outside Activities and Conflicts](#).

The college adheres to these policies in every respect. In addition, the college 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 and, where appropriate, the dean, regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department or college. Moreover, it is university policy that faculty may not spend more than one business day per week on additionally compensated activities and external consulting combined.

Faculty with an administrative position (for example, 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 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 faculty member's TIU head 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 TIU or college reviews and approves the use of the or material for use in the course taught by the faculty member.

Individuals 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

The department adheres to the university's [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 or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting, or reporting research.

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

A faculty or staff member with a grievance should discuss the issue with their department chair or supervisor who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. The procedures for the review of specific types of complaints and grievances are summarized below.

A Salary Grievances

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

In cases that cannot be resolved at the TIU level, a faculty member may file a salary grievance with the dean. The College Investigations and Salary Appeals Committee (see section VII.C.3) handles salary appeals according to procedures outlined in the OAA [*Policies and Procedures Handbook*, Chapter 4, Section 2](#). A formal salary appeal can also be filed with the Office of Faculty Affairs in the Office of Academic Affairs.

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

B Faculty and Staff Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in [Faculty Rule 3335-5-04](#). The College Investigations and Salary Appeals Committee (see section VII.C.3) handles cases of faculty misconduct according to procedures outlined in Faculty Rule [3335-5-04\(B\)](#).

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.

C Faculty Promotion and Tenure Appeals

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

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 on 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. See Faculty Rule [3335-8-23](#).

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](#).



October 28, 2025

Bernadette A. Minton, Chair, Dept. of Finance