

# **Pattern of Administration for The Ohio State University Department of Human Sciences**

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## **I Introduction**

This document provides a brief description of the Department of Human Sciences 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 revisions shall be made with broad faculty input, obtained in a manner consistent with the department's established practices and procedures through office hours, email, Qualtrix survey, and faculty meetings. 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 office and the Office of Academic Affairs.

## **II Department Mission, Vision and Values**

The vision of the Department of Human Sciences is to advance a healthy, educated, economically thriving, inclusive, and equitable society through innovative intersections of the sciences devoted to the Consumer, Human Development and Families, Human Nutrition, and Kinesiology.

The mission of the Department of Human Sciences is to advance human health, wellbeing, development, and economic vitality across a diversity of contexts. To achieve this mission, the department engages world-class research, education, and service within consumer sciences, human development and family science, human nutrition and kinesiology. The diversity of our programs and personnel empowers us to engage in multidisciplinary collaboration among our program areas, OSU Extension, the broader OSU community and our academic disciplines.

The department affirms and upholds a core set of values in alignment with the College of Education and Human Ecology, which include...

- excellence in teaching, research, service, administration, and innovations therein,
- shared, consistent, fair, and transparent decision-making;
- collegiality, civility, respect, safety, honesty, and empathy in our working relationships; and
- a supportive, cohesive, and collaborative community spanning a diversity of partners.

These values guide our vision mission, strategies, goals, and daily work as we adhere to the democratic principles of equity and shared governance.

The department actively aligns its vision, mission, and values with the vision, mission and values of the College of Education and Human Ecology as our College evolves to meet the needs of our State, Nation, and global community.

## **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 includes tenure-track and clinical faculty with compensated FTEs of at least 50% in the department, and associated faculty.

The Department of Human Sciences makes tenure-track appointments with titles of assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of departmental governance.

The Department of Human Sciences makes clinical appointments. Clinical faculty titles are assistant clinical professor, associate clinical professor, and clinical professor.

Clinical faculty may vote in all matters of departmental governance except tenure-track promotion and tenure decisions. Clinical faculty may participate in discussions of clinical faculty matters including promotion reviews. Any clinical faculty member appointed by the unit may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

##### ***A Clinical Faculty Appointment Cap***

The appointment cap on this department's clinical faculty in relation to the total of its tenure-track and clinical faculty is established in the [college pattern of administration](#).

In accordance with [Faculty Rule 3335-7-03](#), unless an exception is approved by the University Senate and the Board of Trustees,

- clinical/teaching/professional practice faculty may comprise no more than 20% of the tenure-track, clinical/teaching/professional practice, and research faculty in the College of Education and Human Ecology;
- the number of clinical faculty members must be fewer than the number of tenure-track faculty members in this department.

The Department of Human Sciences makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, lecturer and senior lecturer titles, and visiting titles.

Associated faculty, emeritus faculty, and faculty joint appointees with FTEs below 50% in the department may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the [Appointments, Promotion and Tenure Document](#).

See also Appendix A.

## **V Organization of Department Services and Staff**

In accordance with Faculty Rule [3335-3-35](#), the department has one center of operations, which is the office of the department chair. The department staff are responsible to the department chair and the department chair is responsible to the Dean for all aspects of departmental administration. The Vice Chair, Associate Chair of Curriculum, and Program Chairs are responsible for specific aspects of administration and supervision within the department as described below. Academic governance is the responsibility of the faculty and is supported by the department chair.

The faculty are organized into the following four primary academic programs (AP) and corresponding sub-disciplinary (SD) areas. Each of these areas is continually under review and may have some fluidity over time as circumstances inside and outside the department change. APs and SDs are used for program planning and development, faculty teaching assignments, and graduate admission and supervision:

1. Consumer Sciences
  - a. Consumer and Family Financial Services
  - b. Hospitality and Retail Management
  - c. Fashion and Retail Studies
2. Human Development and Family Science
3. Human Nutrition
  - a. Nutritional Sciences
  - b. Nutrition in Industry
  - c. Dietetics
4. Kinesiology
  - a. Health and Exercise Science
  - b. Sport Coaching and Physical Education
  - c. Sport Industry/Management
  - d. Sport Fitness and Health Program

For further details on the department's Academic Programs and Sub-disciplinary Areas, see Appendix B.

The department chair receives fiscal, human resource, and administrative support from an administrative support team at the College level and through staff employed by the department.

Responsibilities of support staff include but are not limited to collecting updated versions of syllabi and curricula vitae, responding promptly to scheduling requests, submitting requests for materials and supplies, managing fiscal matters and HR functions, scheduling of rooms for meetings and special events, and taking minutes at meetings as needed.

Office space is monitored by the responsible staff member. As vacancies occur, or as different organizational requirements occur, the department chair will assign or reassign space under the direction of college personnel governing space. Space allocation to faculty will proceed according to need. The Dean may allocate additional space, remove space from the department or determine particular allocations. The department chair will make every effort to organize office space to enhance the collegial atmosphere of the department and to facilitate effective functioning and communication among those

with like research or teaching interests. Associated and emeritus faculty, graduate assistants and visiting scholars are assigned space as needed and as available on a case-by-case basis.

## **VI Overview of Department and 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 department chair. The nature and importance of any individual matter determines how it is addressed. Departmental governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

This decision-making approach implies a commitment to open and civil discussion, an expectation that the department chair's actions will be supported by defensible rationales, and a willingness on the part of the department chair to make rationales public and subject to public critique, as well as a willingness to alter decisions when compelling rationales for doing so are presented.

## **VII Department Administration**

### **A Department Chair**

The primary responsibilities of the department chair are set forth in Faculty Rule [3335-3-35](#). 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 department chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

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

- 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 goals of the department.
  - Demonstrate commitment to continuous growth for themselves and their teams.
- To have general administrative responsibility for departmental 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. It includes all general, agency-funded, contract, gift, endowment or other funding streams.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.

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- 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, peer-review of teaching, consultation with faculty, and supporting of professional development.
  - To evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by the department and to place in that file a response to any evaluation, comment, or other material contained in the file.
  - To encourage research and scholarly activity.
  - After consultation with the eligible faculty, to make recommendations to the dean of the college regarding appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the department's faculty, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure Document.
  - To see that all faculty members, regardless of their assigned location, are offered the 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 and training are given to those members of the faculty and staff who may profit by such assistance.
  - To prepare, after consultation with the 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.
  - To schedule faculty meetings and provide a schedule of faculty meetings for each semester to all faculty members prior to the start of each semester and maintaining a record of minutes.
  - To consult with the faculty on all important policy matters and such consultation will, whenever practicable, be undertaken at a meeting of the whole faculty. The department chair will generally seek the advice of Human Sciences Advisory Committee and other relevant faculty committees before submitting matters to the meeting for the faculty as a whole.

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.

Operational efficiency requires that the department chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of departmental academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The department 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 department chair will explain to the faculty the reasons for the departure, ideally before action is taken.

## **B Other Administrators**

### **Vice Chair**

The Vice Chair (VC) reports directly to the department chair and assists the department chair in any administrative matter related to the department. Responsibilities for the VC are determined by the department chair and re-evaluated annually. The VC assists the department chair by:

- Evaluating the productivity and standing of department programs and making recommendations to the Chair to enhance the department
- Supporting the recruitment, retention, evaluation and development of faculty in partnership with Program Chairs, EHE Office of Faculty Affairs, and Office of Academic Affairs
  - Managing and enhancing the evaluation of faculty through the peer teaching evaluation and annual review process
- Supporting the department staff in partnership with the staff supervisors and EHE Human Resources.
- Seeking and securing new department resources and ensures efficient use of existing department resources
  - Seeking and securing additional resources and opportunities to advance the mission of the department
  - Monitoring faculty workload across the department
  - Offers input to the department chair on department resources, investments, and incurred expenses
- Supporting the department chair in all matters bearing on students, courses and degree programs.
- Providing input to the department chair on faculty governance, department standing and ad hoc committees
- Representing the interests of the department in a diverse array of venues and groups.

Program Chairs of Consumer Sciences, Human Development and Family Sciences, Human Nutrition, and Kinesiology

The Program Chairs (PCs) report directly to the department chair. Each of the four APs is managed by a PC. Responsibilities for the PCs are determined by the department chair and re-evaluated



annually. The PCs are primarily responsible for managing the day-to-day operations of their respective AP and SDs. The PCs are also responsible for supporting the department chair, and vice chair, in successfully leading the department. Specific duties include:

- Supporting the department chair to achieve leading, widely-recognized, and well-resourced APs and SDs
- Assisting the department chair to manage day-to-day operations of the program, which includes...
  - engaging the department as needed;
  - communicating effectively;
  - coordinating meetings;
  - promoting effective collaborations;
  - recommending faculty and graduate teaching associate teaching assignments;
  - recommending part-time lecturers to teach courses;
  - participating in the annual review of faculty within the program area and under the direction of the department chair;
  - recommending committee assignments;
  - enacting continuous quality improvement in the AP and SDs across teaching, research, and service activities within the program;
  - ensuring compliance with all accreditation expectations and requirements within the program area;
  - ensuring all course syllabi with the program area meet basic University standards/requirements
  - balancing a program budget allocated by the department chair;
  - representing the program within and outside the department in partnership with the department chair; and
  - making recommendations to the department chair about facilities and space planning.
- Developing and evaluating program faculty and staff in partnership with the department chair.
- Supervising and conducting the annual reviews of all faculty in the Program Area. Incorporates input on the supervision, course assignments, and performance as offered by the department chair, and Vice Chair.
  - The only exception to this responsibility involves the supervision of the Associated Faculty in the Sport, Fitness, and Health Program (SFHP). The Associated Faculty in the SFHP are supervised by the Director of the SFHP.
- Participating as an engaged member of the Human Sciences Chair's Council.
- Understanding, adhering to, and ensuring program compliance with OSU policies and procedures and those of accrediting bodies.
- Advancing a collegial culture and climate of the Program Area that advances the culture and climate of the department;

Associate Chair of Curriculum

The Associate Chair of Curriculum reports directly to the department chair. The Associate Chair's main role is to manage all aspects of the undergraduate and graduate degree programs, minors, certificates, and coursework in Human Sciences. This includes:

- overseeing all aspects of course offerings in the department;
- monitoring course enrollments and instructional demands associated with fluctuating enrollments;
- evaluating curriculum needs and recommending updates or revisions;
- and coordinate with the Vice Chair in the annual evaluations of department lecturers.

The Associate Chair is a member of and chairs the Graduate and Undergraduate Studies Committees in Human Sciences. The Associate Chair of Curriculum is also an ex-officio member of the EHE College Curriculum Committee and advocates for Human Sciences at those meetings. As a standing member of the Chair's Council, the Associate Chair advises the department chair on general department business, especially matters related to the curriculum.

### **C Committees**

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The department 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 and the Promotion and Tenure Committee. Each committee will lodge a copy of its minutes with the department chair as a permanent record.

All members of the department faculty will be enlisted in the joint tasks of governance and service with an emphasis on representing the diversity of the department. Whenever possible, staff and student representatives will also be enlisted as committee members, as the department chair or the committees determine necessary and appropriate to their respective concerns. Furthermore, any committee member may be removed from serving on a committee for not performing their responsibilities, such as not attending meetings. In these cases, the department chair makes the final decision about removal.

Standing committees of the department shall include: the Human Sciences Chair's Council, the Promotion and Tenure Committee, the Graduate Studies Committee, and the Undergraduate Studies Committee. Ad hoc committees may be appointed by the Chair or by a standing committee Chairperson with approval of the department chair.

Committee assignments will be announced at the beginning of each academic year and after the department chair has consulted with the Vice Chair, Program Chairs and individual faculty to assess projected needs, workload, interests, and to represent the department.

#### **Human Sciences Chair's Council (HSCC)**

The HSCC is chaired by the department chair, who calls regular meetings to seek advice and perspective from the committee regarding department business. Members will engage in collaborative and collegial deliberations on all matters and seek council to achieve the goals and mission of the Program Areas and the department. The HSCC will also solicit and nominate faculty, staff and students for appropriate awards and honors at the department, College, University, or community levels, as well as awards and honors within their respective disciplines. The HSCC

members include the Vice Chair, Programs Chairs, department fiscal officer, human resource generalist, and the Executive Assistant to the department chair. Formal votes are not normally taken in HSCC meetings, since the Council is advisory to the department chair. When votes are needed on personnel issues (award nominations, for example), only the faculty members may vote. The department chair may also include other non-voting ad hoc members as deemed necessary.

#### Promotion and Tenure Committee (P&T Committee)

Per OAA, the Promotion and Tenure Committee “assists the Committee of the Eligible Faculty in managing the personnel and promotion and tenure issues” (see the Department of Human Sciences [AP&T document](#)).

The P&T Committee consists of nine (9) faculty members, one tenured faculty member appointed by the department chair, and two tenured faculty elected from each of the four APs (Consumer Sciences, Human Development and Family Science, Human Nutrition, and Kinesiology), one of whom must be at the rank of professor. These stipulations yield a total of at least four professors with one from each of the four APs. Committee members are elected by nominations from the faculty at large for renewable three-year appointments from May 1st of one academic year to April 30th three years later.

When considering cases involving clinical faculty the Promotion and Tenure Committee may be augmented by two nonprobationary clinical faculty members at the rank of associate professor or professor, equivalent to rank being considered. These faculty would be non-voting members of P&T and serve in an advisory capacity.

The P&T committee chairperson will be a faculty member with the rank of professor voted on by the committee members for renewable two-year terms.

#### Graduate Studies Committee

The Graduate Studies Committee will be chaired by the Associate Chair of Curriculum and its standing members include the graduate studies chairs for each of the four academic program areas and the Graduate Academic Program Coordinator. Committee members must be full-time tenure-track or clinical faculty and are elected by nominations from the faculty within each program area for renewable three-year appointments. The purpose of this committee is to advise the department chair on all matters related to graduate education as outlined in the [Graduate School Handbook](#), and in the respective program area graduate handbooks. The Graduate Studies Committee may convene meetings of the graduate faculty as a whole as it deems necessary. Decisions of the Committee are to be communicated to the department chair and the graduate faculty of the department. The Graduate Studies Committee is responsible for recommending action on interprogram plans arising from department curriculum initiatives and department approvals on graduate courses and course policy. The committee will also interact with the Office of Academic Affairs to ensure appropriate program oversight, current and correct program information, development of appropriate and documented procedures, and to act on all matters related to change of program. The committee is also charged to evaluate and enhance the graduate student experience including mentoring by advisors. All faculty on this committee must have P status.

#### Undergraduate Studies Committee

The Undergraduate Studies Committee will be chaired by the Associate Chair of Curriculum and its standing members include the undergraduate studies Chairs for each of the academic program and corresponding sub-disciplinary areas and the Undergraduate Academic Program Coordinator. Committee members must be full-time tenure-track or clinical faculty and are elected by nominations from the faculty within each program area for renewable three-year appointments. The Undergraduate Studies Committee carries out decisions regarding undergraduate courses and programs within the department. The Committee may convene meetings of the department faculty, as it deems necessary. The Undergraduate Studies Committee reports directly to the department chair and faculty of the department. Thus, decisions of the Committee are to be communicated to the department chair. The Undergraduate Studies Committee is responsible for recommending action on inter-program plans arising from department curriculum initiatives and department approvals on undergraduate courses and course policy. The committee will also interact with the Office of Academic Affairs to ensure appropriate program oversight, current and correct program information, development of appropriate and documented procedures, and to act on all matters related to change of program. The committee is also charged to evaluate and enhance the undergraduate student experience including mentoring by advisors.

#### Additional Groups

1. Search Committees: Search Committees for the filling of academic position vacancies are formed by the department chair, who will normally consult with the Dean, the Vice Chair, Program Chairs, and appropriate faculty regarding Committee membership. The committee leads the search process. The committee identifies and presents candidates to the eligible faculty for a discussion and vote focused on the acceptability of each candidate. The department chair considers the recommendation of the eligible faculty in developing a recommendation to the Dean. The Dean considers the recommendations of the eligible faculty and the department chair in making the hiring decision for tenure-track and clinical faculty. Unless superseded by the rules of the University or College, committee conduct and regulation are determined by the department chair. It is expected that the Search Committee Chair will be in communication with the department chair on progress and recommendations of the Committee. Progress will also be reported, as appropriate to requirements of confidentiality and personal sensitivity, to the department at faculty meetings. At least one member of each search committee must be a faculty member who is not a member of the program in which the search is being conducted. In addition, at least one graduate student representative should be part of the search committee. Graduate students within the program area will be invited to nominate themselves or others for committee membership and will be chosen by the committee chair, with approval of the department chair.
2. As a unit within the College of Education and Human Ecology (EHE), the department participates in the election of members from EHE to the University Senate, who report on Senate activities and receive information and suggestions from members of EHE for Senate consideration.
3. As indicated in University and College policy, the department faculty elects members to College and University committees. For those committees appointed by the Dean, the department chair nominates candidates as requested by the Dean.
4. Ad hoc committees are formed by the department chair as needed or upon recommendation of department faculty in meetings. They may be formed with a defined term of service or until their task is deemed completed by the department chair or by the faculty. In either case, they may be

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disbanded by the department chair if their judgment is that the Committee is no longer functional for accomplishment of the task assigned.

### **VIII Faculty Meetings**

The department chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the faculty. The department chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The department chair will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

The Vice Chair or a Program Chair, as assigned by the department chair, may assume the role of Chair in the department chair's absence.

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 department chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given one week to respond.

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 department 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.

It is reasonable to expect that faculty and staff to attend all department meetings scheduled during normal working hours unless they are on approved leave or otherwise occupied by teaching, or scheduled research activities, established office hours that cannot otherwise be changed, College or University committee meetings, or prior University-related commitments. The department chair should be informed of a department member's absence from a department meeting.

## Program Area Meetings

Program area meetings consisting of faculty and staff from the respective program areas will occur at least once per month. Program area meetings will be chaired by the Program Chair of the program area. The purpose of these meetings is for the faculty and staff to discuss business specifically related to their program area. The time and place of such meetings shall be publicized by the Program Chair in a manner so that voting members are aware of such meetings in a timely manner or at least one week in advance of the meeting, if possible. When votes are required, then quorum (defined as a simple majority of voting members) must be established prior to the vote. A call for agenda items and complete agenda for all program area meetings will be delivered to the faculty by email before a scheduled meeting. The Program Chair will distribute minutes of the program area meeting by email within seven days of the meeting if possible. These minutes may be amended at the next program area meeting by a simple majority vote of those present at the meeting.

## **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 review by the department chair based on departmental needs as well as faculty productivity and career development.

New faculty are encouraged to enter as soon as possible into all aspects of department life and senior faculty are expected to assist junior faculty in this integration.

During on-duty periods, faculty members are expected to be available for interaction with students through established office hours, research, and department meetings and events even if they have no formal course assignment. 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 and responsibilities 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.

## **A Tenure-track Faculty**

Tenure-track faculty members are expected to contribute to the university's mission via teaching, scholarship, 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 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](#). The department chair, in coordination with the Vice Chair and Program Chairs, will facilitate a high quality of instruction. Workshops, brown bag sessions, and orientations can be used to facilitate learning "best" instructional practices. The department chair will use the SEI/SSLE, peer, and other means of evaluation of instruction to assess the quality of instruction. The standard teaching assignment for full-time tenure-track faculty members is four courses or 12 credit hours per academic year for a 40% teaching load. Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work.

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.

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 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, 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. All faculty members must do some formal instruction and advising over the course of the academic year.

Course instruction is a core component of faculty duties and responsibilities. The department chair has the ultimate responsibility for assigning teaching responsibilities. In alignment with the university [workload guideline](#) noted above, the typical standard course assignment for tenure-track faculty at 100% FTE is the equivalent of four three-credit courses per nine-month academic year or 12 contact

hours under the semester system on the Columbus campus. Deviations from this standard teaching assignment are subject to special consideration by the department chair, or when faculty positions are funded in part by another area of the University. Faculty who teach a course are required to provide office hours in accordance to University policy. These office hours should be communicated to their students. Recognizing that all courses do not require equivalent effort by faculty, the department chair has the discretion to change a standard teaching assignment.

Minimum enrollments as set forth by the Dean's office are required for a course to be held, although the department chair has the discretion to allow courses with an enrollment below the minimum to still be held under exceptional circumstances (e.g., when not offering the course would slow progress of students). When courses are cancelled due to low enrollments, the faculty member must be assigned to perform other duties to make up for that course; those other duties can include assignment to teach a different course, assignment to teach an additional course during a subsequent semester, or performance of other duties within the domains of teaching (e.g., curricular development), research, or service. These duties will be negotiated with the department chair or Vice Chair and may involve consultation with the Program Chair.

Teaching responsibilities include supervising independent studies, sitting as a member of Master's, candidacy, and dissertation committees, and other mentoring activities. These responsibilities may be adjusted by the department chair, in consultation with the faculty member and the associate chairs, in cases where research activity or advising is exceptionally high or low, or where a scholarly activity is exceptionally burdensome to the faculty member and valuable to the department.

Teaching in the summer is subject to the approval of the department chair and in accord with enrollment minimums set forth by the College. Additional remuneration, if appropriate, is determined by department and College policies.

See Appendix C for information on release time from teaching.

## **Scholarship**

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department'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 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 that supports at least 15% AY release time and that supports at least two graduate students per year. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

## **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](#). Typically this will include service on two committees within the department and one 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, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university).

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

Service activities for faculty are discussed in detail in the College and department APT documents.

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.

### **Special Assignments**

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

Untenured faculty will normally be provided an SA for research for one semester during their probationary period. Reasonable efforts will be made to award SA opportunities to all other tenure-track faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. The department's Chair's Council will evaluate all SA proposals and make recommendations to the department chair. The 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. Probationary and Tenured faculty are encouraged to apply for the SA well in advance and at least six months before the proposed start date. Untenured faculty should be advised to do so by the department chair, Promotion & Tenure and/or mentoring committees. The application should include goals for the SA as well as a tangible plan of work and outcomes over the time spent. Tenured faculty should also provide options for covering any course for which they would have been responsible in the semester in which they are proposing the SA.

SAs are up to one semester in length and are designed to provide the faculty member time away from classroom teaching and other responsibilities to concentrate effort on research, service, teaching or professional development endeavors. SAs are usually, but not necessarily, provided to faculty to develop new skills, initiate a new project, complete an ongoing project, or conduct intensive service or administrative work for the department, College or University. SAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a semester in duration but more than a week or two if classroom teaching is not disrupted.

In general, no more than 10% of the faculty will be on SA in a given semester.

## **B Clinical Faculty**

The Department of Human Sciences appoints clinical faculty. These appointments exist for faculty members who focus principally on the education needs for the Department of Human Sciences. The standard workload expectations for full-time clinical/teaching/professional practice faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Clinical faculty members are expected to contribute to the department's research and education missions, as reflected by participation in graduate program development and teaching. Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track.

## **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.

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

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

The standard teaching assignment for full-time lecturers is eight courses per academic year. Teaching assignments for full-time lecturers and senior lecturers are determined by College policy. Lecturer positions will be offered on a course-by-course basis so that the course load depends upon the assignments offered. After a formal search process, the department chair may offer lecturer positions at his/her discretion that include multiple courses over an academic year, or multiple years, and may include special assignments or responsibilities; negotiated according to the number of hours/courses, and additional time expected of the prospective employee. All appointments will be consistent with existing OAA and EHE policies on appointing lecturers.

## **D Modification of Duties**

The Department of Human Sciences 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 Education and Human Ecology's 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.

A 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. See the OHR [Parental Care Guidebook](#) for additional details. See also the Parental Leave Policy in Section XII.

## **X Course Offerings, Teaching Schedule, 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 students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made course offerings should be to distributed 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 [3335-8-16](#) 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 a timeline for grade submission.

## **XI Allocation of Department Resources**

The department 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 unit goals.

The department budget is determined by the College. Allocations are determined in light of enrollments, faculty load, generation of research support as well as the department's perceived strengths, reputation, support to College programs and projects, and other relevant factors presented by the department chair.

The department 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 department chair.

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

The allocation of office space will include considerations such as achieving proximity of faculty in subdisciplines and productivity and grouping staff functions to maximize efficiency. The allocation of office space will include consideration of faculty teaching, advising, research, and service commitments. Department Graduate Associates (GTAs, GRAs, and GAAs) will share available office spaces.

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

Faculty members will be given individual allocations, as available and allocated by the department chair, to cover expenses such as professional travel and supplemental technology purchases. The amount of the allocation for a particular year will be determined by the department chair based on funds available and announced at the beginning of the fiscal year. Faculty may request funds exceeding the allocation and will be considered on a case-by-case basis. Other faculty members and those with faculty-like responsibility may also be given allocations, as determined by the department chair. Department support to offset costs for presentations by students at professional meetings is also viewed as a priority and these requests will be considered based on availability of department funds and matching funds.

Special faculty accounts are maintained by the department fiscal officer under immediate supervision of the responsible faculty member. Nevertheless, such funds remain department funds, subject to the same authority and regulations as general funds. In case of general budget reductions, those funds may be reduced proportional to other department accounts. The fiscal officer maintains such accounts as a department officer. The accounts will be assessed an overhead charge, if required by the College.

Information on external funding appears in Appendix D.

## **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**

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](#)).

### **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 department 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](#).

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

#### **D Faculty Professional Leave (FPL)**

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

In order to support faculty development, Special Assignments (SA; see section IX.A above) and Faculty Professional Leave (FPL) will be encouraged. SAs and FPLs must be supported by compelling and well defined rationale and budgetary plan in order to be approved. Those eligible for an FPL are tenured faculty with at least seven years of service at The Ohio State University, or who have not had an FPL in the last seven years. FPL involve a semester "off" with no change in salary, or two semesters "off" with a one third reduction in salary as stated by OAA. According to OAA, an SA and FPL can be combined, but FPL's cannot extend beyond one academic year.

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

The department 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.

The faculty member will provide a written report summarizing activities to the department chair within 60 days of the conclusion of the FPL.

#### **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 Program [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

### **XIII Additional Compensation and Outside Activities**

Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting 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 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.

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 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/her/them, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's 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.

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 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 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 department 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/her/their salary is inappropriately low should discuss the matter with the department chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the department chair and wish to pursue the matter may be eligible to file an appeal with the college's Investigation Committee. 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 department 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 department chair. 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 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**



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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 department chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the department 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 department 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 department chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

SB 1 requires the university to address complaints alleging SB1 violations in the same manner that it addresses complaints alleging violations of the [Campus Free Speech policy](#). Therefore, the university created [an SB1 complaint process](#) that mirrors the [campus free speech complaint process](#), references the rights SB1 affords to members of our community and describes how they can file a complaint.

## **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 333523-05](#).



## ***Appendix A***

### **Non-Tenure-Track Faculty Appointments: Additional Detail**

Following a formal search, Associated Faculty (see Section IV) may be appointed by the department chair on the recommendation of program faculty in cases of instructional need, usually to cover the absence of permanent faculty. The amount of remuneration is determined by the department chair, with approval by the Dean, and is adjustable according to rank, workload, and market conditions.

Compensated associated faculty members are expected to contribute to the University's mission via teaching or research depending on the terms of their individual appointments.

Visiting faculty (at the rank of instructor, assistant, associate, or professor), are appointed by the department chair in consultation with the program faculty and approval of the Dean. These full-time, compensated appointments are renewable up to three years.

The department chair reserves the right to limit the number of visiting faculty within the department at any given time. The department chair will consider approving visiting faculty based on available department resources, the compatibility of their qualifications with active programs and personnel in the department, the availability of personnel to support for the visiting faculty member, and other factors.

Unpaid courtesy appointments may be made by the department chair on recommendation of program faculty and approval of the Dean. These appointments may be renewed with approval from the department chair and Dean.

Emeritus Faculty may be re-hired on fixed-term agreements subject to programmatic needs, availability of funds, and University policy, including approval by Office of Academic Affairs. Terms will, in general, be three years or less to fill short-term needs.

## ***Appendix B***

### **Academic Programs Areas (PA) and Subdisciplinary Areas (SD): Additional Detail**

The department manages the process and opportunities for PA and SD restructuring in accordance with faculty governance. A viable AP or SD area will have at least one faculty member who designates this PA or SD as their primary area and have a minimum of three faculty members (including the primary faculty member) actively engaged in the area. Active engagement in this context will be indicated by a host of factors to include participation in program and department meetings, engaging in formal decision-making processes, meeting all accreditation requirements for the program, teaching courses within the program, and advising students. The number of faculty will not be the sole determinant of viability. Other factors, to include but not limited to student enrollment and success, productivity of the faculty, sources of funding, and needs in the community may be taken into account when considering program viability, restructuring and other changes.

Supervision of the PAs is the responsibility of the department chair with support from the Vice Chair, Associate Chair of Curriculum, and Program Chairs. The Vice Chair assumes the responsibilities of the department chair and serves as the acting department chair as s/he is delegated those responsibilities by the department chair. The Associate Chair of Curriculum manages all aspects of the undergraduate and

graduate programs in Human Sciences. Either the department chair or Vice Chair will manage these programs in the absence of the Associate Chair of Curriculum. Each PA is managed by a Program Chair (see Department Administration, Section VII) who is responsible for administering the daily operations of the PA as those responsibilities are delegated by the department chair. The Program Chairs will make recommendations to the department chair based on majority consensus of the PA faculty. The Vice Chair, Associate Chair of Curriculum, and Program Chairs are appointed by the department chair for two-year terms with an evaluation of their performance being conducted annually.

Each faculty member will be a member in good standing of at least one PA. Faculty members can and are encouraged to develop links with other PAs, but they must pick one PA as their primary home. The faculty member will be identified with his or her primary PA area in elections to committees. All affiliations will be based on experience, background and credentials and the combined decision of the faculty member, department leadership, and the PA faculty.

### ***Appendix C***

#### **Release Time from Teaching for Research**

The buy-out rate through release time of classes is 20% of salary and benefits for each course, although these rates can be negotiated with the Chair, on a case-by-case basis. Per College policy, regardless of buyout, all faculty must teach at least one class per academic year. The funds from these “buy outs” returned to the department from the College (after College collection of 20% to support the research office) will be split between the department (80%) and the faculty member’s professional development account (20%) funding the release time. The percentages of this policy will be reviewed by the department chair at the beginning of each fiscal year, and are subject to adjustment at the department chair’s discretion due to operational need. The funds returned to the department will be used to hire instructional staff for courses that the faculty member would not be teaching given their release time, or for other department needs as determined by the department chair. Although faculty may be released from teaching in the classroom, the expectation remains that these faculty members will continue to mentor students and to be active in service to the department, College, and University commensurate with their academic rank.

### ***Appendix D***

#### **External Funding**

The department recognizes the need for continuous institutional funding for research assistants and other research support, but also recognizes the dwindling capability of universities to guarantee such aid. Therefore, individual faculty are strongly encouraged to pursue external funding in part to support students and ideally, with indirect costs sufficient to support the effort.

When contemplating or planning to apply for a grant, faculty should meet early on with the fiscal officer, the department chair, and designated staff from the Associate Dean for Research’s office to discuss the financial impact of the grant on the department’s budget. Principal Investigators should develop the budget with the staff from the Associate Dean for Research’s office and discuss the budget with the department’s fiscal officer and the department chair before submitting the grant proposal. If the proposal engages an Academic Center or Institute, then the leader of that entity should also be directly consulted prior to submission of a proposal.

The arrangement of a Human Sciences faculty member serving as a consultant or subcontractor on a grant must also be negotiated with the department chair well in advance of submitting the budget. The terms will be adjusted considering the circumstances of the faculty member and the purpose of the grant.

In formulating grant applications, faculty should consider carefully direct expenses and equipment expenditures. All federal and state guidelines must be followed in the usage of direct costs. Any equipment purchased with grant funds becomes the property of The Ohio State University after the grant has ended, unless otherwise specified by the funding agency.

#### Co-PI Status

Faculty serving as consultants or subcontractors on grants are expected to request co-Investigator status, with indirect overhead (IDCs) credited to the Department of Human Sciences in proportion to the amount budgeted for the co-Investigator. Faculty must inform the department chair well in advance of the due date of a grant proposal so that IDCs can be negotiated with other TIU heads and leaders of Academic Centers or Institutes as needed.

#### Release Time Expected

The department incurs expenses in administering grants, even in supporting the applications. The department's only source of "overhead" (apart from direct, budgeted expenses) is through salary recovery for "release time." (See Appendix C.) Consequently, Principal Investigators are encouraged to include appropriate release time in their grants, particularly if they are earning additional or off-duty compensation.

Faculty earning supplemental or off-duty compensation while serving as consultants or subcontractors on grants are also encouraged to request release time that matches the amount of supplemental or off-duty compensation.