

PATTERN OF ADMINISTRATION

**DEPARTMENT OF MARKETING AND LOGISTICS
FISHER COLLEGE OF BUSINESS THE OHIO STATE UNIVERSITY**

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**PATTERN OF ADMINISTRATION
DEPARTMENT OF MARKETING AND LOGISTICS**

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PATTERN OF ADMINISTRATION DEPARTMENT OF MARKETING AND LOGISTICS

I. Introduction

This document provides a brief description of the Department of Marketing and Logistics 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 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, typically discussion in open meeting, followed by a vote. 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

The mission of the Department of Marketing and Logistics is to be the finest center of marketing and logistics education in the world. We will provide intellectual leadership through excellence in teaching, research, and service. In teaching, we will provide undergraduate, masters, Ph.D., and executive education students with the skills and values that will permit them to become successful leaders in business, educational institutions, and other influential organizations. In research, we seek to contribute to knowledge by publishing in and leading the most prestigious journals in our fields and core disciplines. In service, we will hold leadership positions and contribute to national and international professional organizations, the most prestigious journals in our fields and to The Ohio State University.

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.

Tenure-track faculty titles are assistant professor, associate professor, and professor. Tenure-track faculty may vote in all matters of department governance.

Clinical faculty titles are assistant clinical professor, associate clinical professor, and clinical professor. Clinical faculty may vote in all matters of department governance except promotion and tenure decisions and hiring for tenure-track faculty, and other issues related to the research mission of the department. The college APT document provides further details on decision rights afforded to clinical faculty members.

A. Clinical Faculty Appointment Cap

Clinical faculty can comprise no more than 20% of the tenure-track, clinical, and research faculty in the college. The department's number of clinical faculty must be fewer than its number of tenure-track faculty.

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

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

V. Organization of Department Services and Staff

Academic Program Coordinator: this staff member is responsible for academic planning for the department, budget and fiscal maintenance, and acts as a liaison between faculty and various administrative offices (HR, Fiscal, etc.). This staff member supervises the program assistant and student assistants and also works on special projects at the discretion of the chair.

Program Assistant: this staff member is supervised by the Academic Program Coordinator and is responsible for day-to-day operations of the office that include travel authorizations, procurement, inventories, printing, and copying services. This staff member also provides faculty support and works on special projects at the discretion of the chair.

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 determine how it is addressed. Department 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.

VII. Department Administration

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 promotion and tenure. The Department of Marketing and Logistics adheres to the Fisher College of Business document.

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

- 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.
- Provide general administration for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- Plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.

- Assign workload according to the department's workload guidelines (see Section IX) and faculty appointment type (and rank).
- Evaluate and improve instructional and administrative processes on an on-going 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.
- Evaluate faculty members 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.
- After consultation with the eligible faculty, recommend appointments, 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 Fisher College of Business Appointments, Promotion and Tenure document.
- Ensure 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.
- Maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- Prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
- Facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.
- Provide or facilitate supervision, advocacy, and training to all members of the faculty and staff who may profit by such assistance.

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 dean, Office of Academic Affairs, and Board of Trustees.

Operational efficiency requires that the chair exercise 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 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 reasons 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 in promotion and tenure matters.

There are two general types of departmental committees – standing committees and ad hoc committees. A list of standing committees and their primary responsibilities follows. With the exception of the Department Executive Committee, membership in standing committees, and their chairs, are assigned by the department chair from faculty in the department after consultation with the faculty, and members serve one-year terms.

Members of the Department Executive Committee are selected by a vote among the faculty and serve three-year terms. Committees report to the department at faculty meetings and seek consultation of the faculty as a whole in their activities.

Ad hoc committees may be formed as needed to carry out department business. Ad hoc committees may be formed for recruiting, curriculum, new programs, and any other reason deemed necessary by the faculty in conjunction with the Chair. If needed, they will be formed by the department chair after faculty consultation.

i. Department Executive Committee (DEC)

The task of this committee is to work with the chair on matters deemed important to the department, especially those pertaining to policy. The committee will consist of three members who are elected by the voting faculty at the beginning of the academic year, with the department chair serving as the committee chair. Each tenure-track and clinical faculty member will cast one vote in each of the three research areas—Consumer Behavior (CB), Logistics, and Quantitative Marketing. The ballot will list all eligible faculty members in each area, and voting faculty will select one individual per area. The individuals receiving the most votes in each respective area shall serve a three-year term on the DEC, and the chair of the department will serve as an ex officio member. The department faculty reserves the right to adjust and/or add to the research subgroups as need be

over time; in such cases, committee membership may be extended to include additional faculty representatives.

The Department Executive Committee works together with the Marketing and Logistics Department Chair on matters related to the department's strategic direction and operations, including, but not limited to:

- Faculty recruitment (recruiting needs and search committee formation)
- Promotion and tenure (case preparation)
- Teaching assignments and curriculum
- Department events and scheduling
- PhD recruitment and mentoring

ii. Ph.D. & Research Committee

This committee is responsible for recruiting and recommending the admission of doctoral students majoring in marketing and logistics and helping them pursue a program of study that is consistent with Department of Marketing and Logistics, college and university policies and procedures. The Ph.D. & Research committee monitors Ph.D. student performance and develops and proposes changes in the program to the faculty. The committee is responsible for discussing and making recommendations for the research paths and endeavors of the department. This also includes assigning Ph.D. students to faculty members for research assistance. The committee also develops research initiatives and organizing research talks and seminars.

Subcommittees for the committee: Marketing and Logistics. Each subcommittee should have at least 2 members. The faculty and the department chair reserve the right to change the composition and membership of subgroups in response to academic needs. The Marketing subcommittee shall have equal representation from both the CB and Quant groups.

The Marketing and Logistics Ph.D. & Research Committee is responsible for recommending new Ph.D. student admissions, overseeing PhD curriculum, advising Ph.D. students, and acting as the department liaison with the college Ph.D. program.

iii. Graduate Program Committee

The committee is responsible for policy and curricular issues related to the department's graduate level courses. This includes reviewing course offerings to ensure that learning objectives are addressed consistently across

sections and without overlaps between courses. The committee is also responsible for reviewing faculty proposals for new courses and proposing any necessary curricular updates to the department faculty.

Subcommittees for the committee: Marketing, Logistics

iv. Undergraduate Program Committee

The committee is responsible for policy and curricular issues related to the department's undergraduate level courses. This includes reviewing course offerings to ensure that learning objectives are addressed consistently across sections and without overlap between courses. The committee is also responsible for reviewing faculty proposals for new courses and proposing any necessary curricular updates to the department faculty.

Subcommittees for the committee: Marketing, Logistics

The Undergraduate Program Committee is responsible for reviewing syllabi, ensuring consistency between course sections, verifying that proper objectives are covered and that cases are not used in multiple courses. When necessary, the committee is responsible for assisting the college with Assurance of Learning activities. The Marketing and Logistics Undergraduate Program Committee also manages any clusters or tracks designated by the GPO.

VIII. Faculty Meetings

The 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. 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 can also be scheduled on written request of 25% of the department faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will distribute minutes of faculty meetings to faculty by 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.

Special policies pertain to voting on personnel matters, and these are set forth in the Fisher College of Business [Appointments, Promotion and Tenure document](#).

For purposes of discussing department business other than personnel matters, and for

making decisions where consensus is possible and a reasonable basis for action, a *quorum will be defined as a simple majority of all faculty members eligible to vote.*

Either the chair or any faculty member eligible to vote may determine that a formal vote be conducted on matters of special importance. For purposes of a formal vote, a matter will be approved when a particular position is supported by at **least a majority** of all faculty members eligible to vote. Balloting might be written, by e-mail, or by electronic balloting, to assure maximum participation in voting.

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

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

IX. Distribution of Faculty Duties, Responsibilities, and Workload

Faculty assignments are described in the initial letter of offer. 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 departmental 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. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours sufficient to meet student needs.

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. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department chair.

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

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

A. Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university's mission via teaching, scholarship, and service. Faculty members are expected to document their contributions during the annual review process. Evaluation of faculty contributions to these three areas will be conducted in accordance with the Fisher College of Business [APT document](#) and the Office of Academic Affairs [Faculty Workload Guideline](#). When a faculty member's contribution decreases in one of these three areas, additional activity in one or both of the other areas is expected.

i. Teaching

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies, theses, 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 also vary for individual faculty members based on their research and/or service activity with consultation with the Associate Dean for Faculty Affairs and Research of the College.

The 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/or advising over the course of the academic year unless the faculty has been approved for sabbatical (FPL) by the University.

In the Department of Marketing and Logistics, the undergraduate program, graduate program, and Ph. D. & research committees are consulted for their recommendations about course offerings and schedules, and the offerings and schedules are recommended by the department chair to college program chairs.

The need to increase or decrease course loads for faculty members will be determined by the chair in consultation with the Associate Dean for Faculty Affairs and Research of the College.

ii. Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the college'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](#). A faculty member who is actively engaged in scholarship will be expected to publish regularly in high-quality peer-reviewed journals or other appropriate venues. Faculty members are also encouraged to seek extramural funding that can support academic and basic research as well as appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

Faculty members appointed to joint appointments may receive additional input on scholarly performance from the chair of their joint appointment department. The faculty member is expected to document activities and contributions related to the joint appointment for each academic year.

This document is shared with the department chair as a component of the faculty annual review. If the joint appointment chair then provides the department chair with an evaluation of the faculty member's contributions for that year, this evaluation is also incorporated in the chair's annual review of the faculty member.

The chair of the department evaluates the scholarship and research output of faculty members, with consultation from DEC members, and adjusts the assignments according to college standards.

iii. 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 to committees within the department and outside of the department.

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

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.

The chair of the department evaluates the service of faculty members and adjusts the assignments according to college standards.

iv. Faculty Special Assignments

A Special Assignment (SA) redistributes some of the regular duties of a tenure-track faculty member for a period of up to one full semester so that he or she may concentrate on a unique research, teaching, or service endeavor or invest in a relatively brief professional development opportunity. 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 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 departmental work. A Special Assignment may be completed on campus or away from

campus. Since the faculty member is not on leave, but rather on full-time duty with the university during a Special Assignment, he or she is not permitted to receive compensation from another institution other than approved paid external consulting. The Special Assignment also does not change the faculty member's promotion schedule nor the annual performance evaluation standards. The department and the college adhere to the procedures specified in OAA's policy on [Faculty Special Assignment](#).

The department's tenure-track faculty will evaluate all SA proposals and make recommendations to the 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.

B. Clinical Faculty

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 tenure-track faculty members. The standard workload expectations for full-time clinical faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Specific expectations are spelled out in the letter of offer.

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 each dimension of their workload responsibility (teaching, research, service) adjusted proportionally to their appointment level.

Expectations for full-time visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members, but with no service obligations.

In accord with [Faculty Rule 3335-5-19](#), lecturers' and senior lecturers' responsibilities are limited to formal course instruction. The standard teaching assignment for full-time lecturers is seven 3-credit courses (or equivalent) per academic year. The standard teaching assignment may vary for individual lecturers based on their service activity.

D. Modification of Duties

The Department of Marketing and Logistics 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 OHR [Parental Care Guidebook](#) and the [college pattern of administration](#) for details.

The faculty member requesting the modification of duties and the department chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean.

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. Every effort will be made to accommodate the individual preferences of faculty and maximize efficiency by minimizing the number course preparations; however, the department's first obligation is to offer the courses needed by students at times and in formats, including online instruction, most likely to meet student needs. Priority will be given to tenure-track assistant professors. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by [Faculty Rule 3335-8-16](#) 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 chair is responsible for the fiscal and academic health of the department and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of department goals.

The chair will discuss the department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the chair.

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

The allocation of office space will include considerations such as achieving proximity of faculty in sub-disciplines and productivity and grouping staff functions to maximize efficiency. Priority to office locations on the floor hosting the departmental office (fifth floor of Fisher Hall) will be assigned to tenure-track faculty and, to the extent possible, doctoral students.

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

The department gives all tenure-track and clinical faculty members a yearly Independent Spending Account (ISA) which will serve as a source of travel funds. Any travel expenditures exceeding the amount of the ISA should be brought to the attention of the chair for approval. Any requests for special funding for travel should be made to the chair at least 30 days prior to the intended departure date.

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 [request for absence form](#) 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 [request for absence form](#) 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](#).

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. The interested faculty member must complete OAA's [Application for Faculty Professional Leave](#). The faculty member must also submit a written request for the absence, clearly stating the purpose and duration of the leave. 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. The chair's recommendation to

the dean or the dean's designee discusses 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. An FPL requires approval from department chair, college dean, OAA, and Board of Trustees.

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 6.05](#). In the event of the birth or adoption of a child, the Parental Leave policy allows faculty members who have been employed with the university for at least twelve months to use six weeks of paid leave as the birth mother, and three weeks of paid leave as the father, domestic partner, employee using a surrogate, or adoptive parent. In addition, when combined with the Family and Medical Leave policy, faculty members can extend the total leave to a maximum of twelve weeks. The college also provides assistance and flexibility to faculty to manage their workload during parental leave as provided for in the college's workload policy. During parental leave, faculty are not expected to sit on committees for the academic year and the year of their leave will not be used to negatively affect their annual assessment.

XIII. Additional Compensation and Outside Activities

Information on faculty 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 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 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. 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. 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.

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

XIV. Financial Conflicts of Interest

The college adheres to the university's policy on [Outside Activities and Conflicts](#), which presents information on faculty financial conflicts of interest. 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 grievance should discuss the issue with the 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 the chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file an appeal with the

college's Investigations and Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs following procedures detailed in OAA's [Policies and Procedures Handbook](#), Chapter 4, Section 2.

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](#).

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.

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 or the committee designated by the department for this purpose 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](#).