

1 **Pattern of Administration**
2 **for**
3 **The Ohio State University**
4 **Department of Neuroscience**

5 Approved by the Faculty: January 24, 2024

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7

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I Introduction

This document provides a brief description of the Department of Neuroscience (or “the department”) 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 is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the department faculty (except as described below), the college office and the Office of Academic Affairs.

II Department of Neuroscience Mission

The **research mission** of the Department of Neuroscience is to foster a creative, interdisciplinary environment that investigates fundamental questions in cellular, molecular, behavioral and systems neuroscience with the goal of producing new knowledge that benefits society. Faculty are responsible for funding their research programs through grant support, patent royalties or other mechanisms. Faculty will disseminate knowledge acquired from their research through timely publication and other scholarly endeavors.

Our research goals are to:

1. Lead interdisciplinary research programs that promote the development of top-tier researchers, whose findings fundamentally advance general and specialty areas of neuroscience.
2. Use cutting-edge model systems and technical innovations that accelerate discovery of basic structure/function relationships in brain, spinal cord and peripheral nerve, and mechanisms of neurological function in health and disease.
3. Maintain a collaborative training environment with strong mentorship that fosters intellectual creativity and instills the next generation of scientists with a passion to perform cutting-edge research in neuroscience.
4. Train graduate, post-graduate, professional, and undergraduate students in the conduct and methodology of research in neuroscience.
5. Be national and international leaders in neuroscience research.

The **educational mission** of the Department of Neuroscience is to strive for excellence in the didactic and interactive teaching of basic and applied aspects of neuroscience to undergraduate, graduate and professional students. The graduate education mission encompasses research training of both Masters and Ph.D. students; i.e., providing experienced mentors, state-of-the-art laboratory facilities and curricula to prepare students for careers in contemporary neuroscience and related fields.

The **service mission** of the Department of Neuroscience is to disseminate knowledge and provide administrative contributions to the Department, the general biomedical and academic communities within and outside OSU and to society in general. Professional service also involves various contributions (e.g., peer review, committee service, etc.) to national agencies (e.g., NIH, NSF, Society for Neuroscience, etc.), private foundations, publishing houses, scientific societies and more. Administrative service involves active faculty participation in the governance and operations of the Department, College and/or University.

III Academic Rights and Responsibilities

1
2 In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for
3 addressing concerns.
4

5 **IV Faculty and Voting Rights**

6

7 Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University
8 and the rights and restrictions associated with each type of appointment. For purposes of governance, the
9 faculty of this department include tenure-track, clinical (educator pathway only), and research faculty
10 with compensated FTEs of at least 51% in the department, and associated faculty.
11

12 The department makes tenure-track appointments with titles of instructor, assistant professor, associate
13 professor, or professor. Tenure-track faculty may vote in all matters of department governance.
14

15 Within the clinical appointment type, the department makes clinical-educator appointments only. Clinical
16 faculty titles are clinical instructor; assistant clinical professor; associate clinical professor; and clinical
17 professor.
18

19 On January 24, 2024, the department faculty voted to extend governance rights to clinical faculty. Clinical
20 faculty may vote in all matters of departmental governance except tenure-track faculty promotion and
21 tenure decisions and research faculty promotion decisions. Clinical faculty may participate in discussions
22 of clinical faculty matters including promotion reviews. Any clinical faculty member appointed by the
23 department may stand for election to serve as a representative in the University Senate subject to
24 representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).
25

26 The department makes research appointments. Research faculty titles are research assistant professor,
27 research associate professor, and research professor.
28

29 On January 24, 2024, the department faculty voted to extend governance rights to research faculty.
30 Research faculty may vote in all matters of departmental governance except tenure-track faculty
31 promotion and tenure decisions and clinical faculty promotion decisions. Research faculty may participate
32 in discussions of research faculty matters including promotion reviews.
33

34 **A Clinical Faculty Appointment Cap**

35

36 Clinical faculty may not comprise more than 40% of the number of tenure-track faculty in the
37 department.
38

39 **B Research Faculty Appointment Cap**

40

41 Research faculty must comprise no more than 20% of the number of tenure-track faculty in the
42 department. In all cases, however, the number of research faculty positions must constitute a
43 minority with respect to the number of tenure-track faculty in the unit.
44

45 The department makes associated faculty appointments. Associated faculty titles include tenure-track
46 faculty on less than a 50% appointment, adjunct titles, lecturer titles, and visiting titles.
47

48 Associated faculty in this department are invited to participate in discussions on nonpersonnel matters but
49 are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion
50 and tenure matters.
51

Emeritus faculty in this department are invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

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

V Organization of Department Services and Staff

The Department of Neuroscience is comprised of the department chair, vice chairs, tenure-track faculty, clinical faculty (educator pathway), research faculty, associated faculty, research scientists and staff. The department also includes a department administrator, a Chair's administrative assistant, a department assistant and program manager(s).

The department has a collection of shared/core equipment and services (e.g., microscopy/imaging, electrophysiology, behavior, genomics, etc.). Each core is managed by faculty directors or co-directors with relevant content and technical expertise. A steering committee comprised of all directors/co-directors and department administrative staff provide oversight and manage budgets associated with department cores. The Department Chair appoints one of the directors/co-directors to Chair this committee.

VI Overview of Department Decision-Making

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

A vote of the majority of the faculty will be required, in general, to decide matters that are covered by the Pattern of Administration. The faculty may delegate, to a committee and/or the Chair, its authority to resolve an issue that would normally be decided by majority vote. In these cases, delegation of authority shall be accomplished by majority vote in a properly announced meeting of the faculty.

Operational efficiency requires that the Chair exercise a degree of autonomy in establishing and managing administrative processes. Therefore, the Chair may find it necessary to depart from the decision of the majority of the faculty on a matter covered by the Patterns of Administration. When this occurs, reasons for the departure from the majority decision must be communicated to the faculty. When possible, a statement of reasons shall be provided before the departure occurs. The communication may be in writing, with an opportunity provided for faculty comment, or the communication may take place at a properly announced meeting of the faculty as a whole.

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 (POA) with specified minimum content. The rule, along with Faculty Rule [3335-6](#),

1 also requires the department chair to prepare, in consultation with the faculty, a document setting
2 forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

3
4 Other responsibilities of the department chair, not specifically noted elsewhere in this Pattern of
5 Administration, are paraphrased and summarized below.

- 6
7 • To have general administrative responsibility for department programs, subject to the
8 approval of the dean of the college, and to conduct the business of the department
9 efficiently. This broad responsibility includes the acquisition and management of funds and
10 the hiring and supervision of faculty and staff.
- 11
12 • To plan with the members of the faculty and the dean of the college a progressive program;
13 to encourage research and educational investigations.
- 14
15 • To assign workload according to the department's workload guidelines (see Section IX)
16 and faculty appointment type (and rank).
- 17
18 • To evaluate and improve instructional and administrative processes on an ongoing basis; to
19 promote improvement of instruction by providing for the evaluation of each course when
20 offered, including written evaluation by students of the course and instructors, and periodic
21 course review by the faculty.
- 22
23 • To evaluate faculty members annually in accordance with university and department
24 established criteria; to inform faculty members when they receive their annual performance
25 and merit review of their right to review their primary personnel file maintained by their
26 department and to place in that file a response to any evaluation, comment, or other
27 material contained in the file.
- 28
29 • After consultation with the eligible faculty, to make recommendations to the dean of the
30 college regarding appointments, reappointments, promotions, dismissals, and matters
31 affecting the tenure of members of the department faculty, in accordance with procedures
32 set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments,
33 Promotion and Tenure Document.
- 34
35 • To see that all faculty members, regardless of their assigned location, are offered the
36 privileges and responsibilities appropriate to their rank; and in general to lead in
37 maintaining a high level of morale.
- 38
39 • To maintain a curriculum vitae for all faculty.
- 40
41 • To see that adequate supervision and training are given to those members of the faculty and
42 staff who may profit by such assistance.
- 43
44 • To prepare annual budget recommendations for the consideration of the dean of the college.
- 45
46 • To facilitate and participate in prescribed [academic program review](#) processes, in
47 collaboration with the dean of the college and the Office of Academic Affairs.
- 48

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 department 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

The department chair may appoint one or more Vice Chairs to assist with administrative and decision-making duties and to serve as acting Chair when the department Chair is unavailable. Vice Chairs are appointed for four-year terms and are renewed annually following yearly evaluation by the department chair. Reappointment is not guaranteed and will be based on satisfactory performance.

In the department, there are currently two vice chairs – Vice Chair – Education and Academic Affairs; Vice Chair – Research; The primary responsibilities for each vice chair are described below.

Vice Chair – Education and Academic Affairs

The Vice Chair – Education and Academic Affairs is an essential partner with the Chair in mentoring and managing the promotion and tenure and teaching/education mission of the Department.

Duties and Responsibilities:

- Serve as Chair, co-Chair or in an advisory role for the following committees: Advisory Appointment, Promotion and Tenure (aAPT), Education and Curriculum, and Awards.
- It is expected that the Vice Chair – Education and Academic Affairs will serve as the primary point of contact for all questions related to appointment, promotion and tenure, and faculty review. Vice Chair – Education and Academic Affairs is expected to stay current on all university- or college-level changes to the AP&T process. In doing so, she/he/they can be an invaluable advisor to the Chair and/or co-Chair of the aAPT committee.
- Serve as a required member of the Executive and Finance Committee
- As Chair of the Education and Curriculum Committee, the Vice Chair – Education and Academic Affairs is responsible for coordinating periodic review of all Departmental courses and teaching responsibilities. They, in consultation with the Department Chair, will form subcommittees to periodically review existing courses and create new courses.

- Communicate all college and university policies or changes that affect the education mission to all department faculty and staff.
- Together with the Vice Chair – Research, the Vice Chair – Education and Academic Affairs will assist faculty, when needed, with the development, review and/or submission of animal protocols.
- As Chair of the departmental awards committee, identify opportunities and coordinate written nominations for external and institutional faculty awards.
- Provide oversight of the Masters in Neuroscience program. The Vice Chair – Education and Academic Affairs will work together with the Masters in Neuroscience admissions committee to drive the development and implementation of new programmatic goals and track metrics for success in this program. This includes developing strategies to meet the needs of both the student and program faculty to ensure consistent growth of the program.
- Develop and monitor teaching metrics. These metrics will be considered as part of the periodic review of course offerings (see above).
- Serve as a results-oriented catalyst for change throughout the department, inspiring colleagues to achieve new levels of expertise, confidence, and productivity.
- Other special projects to be determined in consultation with the Chair.

Vice Chair - Research

The Vice Chair - Research is an essential partner with the Chair in mentoring and promoting research excellence in the department through various activities including mentoring, recruitment, grant review and the strategic development of new research areas and collaborative research programs.

Duties and Responsibilities:

- Chair the Department Space Committee. In this role, Vice Chair -Research will review department core space use and space metrics annually for each faculty member and identify opportunities for collaborative use of research space. A written report including total faculty funding, space occupied, \$/ft² metrics and suggestions for changes in space assignments will be prepared annually in advance of the annual faculty merit review period (no later than end of February).
- Serve as a required member of the Executive and Finance Committee.
- Serve as Chair on a standing department search committee.
- Chair the Department's Internal Grant Review Program (IGRP) and coordinate the execution and review of this program, as well as tracking program success.

- Together with the Vice Chair – Education and Academic Affairs, the Vice Chair – Research will assist faculty, when needed, with the development, review and/or submission of animal protocols.
- Regularly identify new internal and external funding opportunities to help expand the departmental research mission.
- Serve as a results-oriented catalyst for change throughout the department, inspiring colleagues to achieve new levels of expertise, confidence, and productivity.
- Other special projects to be determined in consultation with the Chair.

The department also supports multiple administrative and professional staff including a department administrator, an administrative assistant to the chair, office associates and program managers. Collectively, these individuals work with the department chair to ensure operational excellence across the research, teaching, and service missions of the department.

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 advisory Appointment, Promotion and Tenure Committee.

Executive and Finance Committee

This committee is composed of the department chair, vice-chair(s) and as many as five additional departmental faculty with a primary appointment in the Department of Neuroscience. The term of appointment is for three years and is renewable. The department Chair appoints the members and Chairs the committee. The Chair may invite emeritus professors to participate on the committee. This committee meets periodically for updates on major department, college or university initiatives, and when appropriate, to review departmental finances. The committee advises the Chair on all matters, including new initiatives, major equipment requests, strategic planning, and other major expenditures. This committee meets at least quarterly.

Advisory Appointment, Promotion & Tenure (aAPT) Committee

The Department of Neuroscience has an Advisory Appointment, Promotion and Tenure (aAPT). The committee's composition and full range of duties is described in the department's Appointments, Promotion and Tenure document. Briefly, the aAPT committee assists the Department Chair with various department administration tasks and supports the committee of the Eligible Faculty in managing faculty appointment, evaluation and promotion and tenure issues. The aAPT committee does not vote on the suitability of candidates for promotion and tenure, rather, this committee provides the above listed services then ultimately presents the case for appointment, promotion and tenure for each faculty candidate, pro and con, to the committee of the Eligible Faculty, whose composition and duties are defined in the APT document. The final vote of the Eligible Faculty is then forwarded to the Department Chair and College AP&T Committee.

This committee operates under a rotating schedule of Chair/Co-Chair, each with a three-year term. The aAPT Chair is either selected by the Department Chair or can be nominated by the aAPT

committee as a whole. The aAPT Chair is expected to serve in this role for three consecutive years. At the beginning of the aAPT Chair's term of service, they will select a co-Chair who will serve in this role for three years as an "apprentice". After three years, the co-Chair becomes the new aAPT Chair and the cycle repeats.

When considering cases of promotion of tenure-track Associate Professors to Professor, the committee of Eligible Faculty will be identical in composition to the aAPT committee.

When considering cases involving promotion of clinical faculty, the aAPT Committee may be augmented by as many as three non-probationary clinical faculty members at the rank of associate professor or professor, as appropriate to the case.

When considering cases involving promotion of research faculty, the APT Committee may be augmented by as many as three non-probationary research faculty members at the rank of associate professor or professor, as appropriate to the case.

In addition to the responsibilities of the Advisory Promotion and Tenure Committee detailed in Section VI.B.1.b in the Department's APT document, the aAPT Committee will also:

- Vote on appointments of faculty requesting courtesy appointments in the Department. The requirements for courtesy appointments are described in the departmental Appointments, Promotion & Tenure document.
- Perform other special projects related to appointment, promotion and tenure to be determined in consultation with the department Chair.

Education and Curriculum Committee

This committee provides advice to the chair and the department on issues related to graduate, medical, and undergraduate education. Decisions on the implementation of new courses or discontinuance of current offerings, methods of teaching evaluation, and departmental interactions with graduate programs, undergraduate programs, and medical education programs are discussed here prior to full faculty votes. This committee is appointed by the Chair, and consists of three to five members, including faculty members with responsibilities in medical, undergraduate and/or graduate education. Every effort should be made to ensure that at least one member of this committee is also serving as a member of one or more graduate program committees (e.g., NGP, MCDB, BSGP, etc). This will facilitate communication between the department and the graduate programs with which the department's educational mission is most aligned. Vice Chair – Education and Academic Affairs serves as Chair of this committee. This committee's term is at the discretion of the department Chair, in consultation with the Vice Chair – Education and Academic Affairs. At a minimum, this committee meets 2x/year.

Culture Committee

The goal of this committee is to promote a positive overall culture among faculty, staff, and students within the department. To achieve this, the committee plans events that foster community and engagement in both professional and social settings. Standing events include a faculty research seminar series and the annual Department of Neuroscience Research Day. The Committee Chair is appointed by the department chair. Additionally, the committee consists of 4-6 faculty, 1 staff member, and 1 graduate student. The term for each committee member is for three years and is renewable. All members of the committee have voting rights.

Awards Committee

This committee identifies award opportunities, determines department nominees and oversees the submission process for local, regional, national, and international awards. The Vice Chair - Research and Vice Chair – Education and Academic Affairs will be permanent members of this committee and will co-Chair this committee. The department administrator (DA) will serve as an administrative and informational resource to the committee. The Chair will appoint at least one and no more than two additional faculty members to serve three year-terms. Terms are renewable and are at the discretion of the department chair. This committee meets quarterly or as needed.

The duties of the Awards Committee include:

- Engage with university and college Offices of Research to identify university, regional, national and international award programs for which department faculty, staff and trainees can be nominated. The committee will identify nominees and request recommendations from faculty, staff and trainees.
- Prepare nomination materials (templates, letters, etc.) as needed.

This committee also serves to advise the Chair on faculty teaching awards and other incentives to enhance and reward teaching/educational and research excellence.

Probationary Faculty Mentoring Committees

Each probationary faculty member, regardless of appointment type, will be assigned by the department Chair, in consultation with the faculty member, a mentoring committee consisting of at least two faculty members at the rank of Associate Professor or Professor. At least one of the members of this committee will be a faculty member with primary appointment in the Department of Neuroscience. Mentors will support the faculty member in adjusting to the University and will provide advice to their mentee on matters related to promotion and tenure and career development. Further, the Peer Review of Teaching Committee will look to these mentors to provide peer evaluation of teaching on an annual basis. The Mentoring Committee may meet informally as needed, but a mandatory formal meeting is required at least once each year in Sept-Oct (and not later than Nov. 1). A key deliverable from that meeting will be a written report, prepared by the mentee, of key recommendations made by the Mentoring Committee. The contents of this report should be mutually agreed upon by the mentee and the mentoring committee then, the report is to be submitted to the department aAPT Committee for their consideration during the discussion of the candidate during the annual aAPT Committee meeting (in Dec-Feb prior to the annual review meeting with the department Chair). This letter will become part of the probationary tenure track, clinical and research faculty member's permanent file. One member of the Mentoring Committee should be available (in person or virtually) during the time of the scheduled aAPT review to answer any clarifying questions.

Mid-Career Mentoring Committees

Each member of the faculty who has reached the rank of Associate Professor shall form a peer advisory committee that includes two or three colleagues from within and/or outside of the department. The purpose of this group is to advise the faculty member in creating a long-range plan for professional development and to provide feedback on immediate and long-term issues. The group should meet at least one time per year to discuss progress in professional development. No reports need to be generated but the faculty member should inform the Department Chair when the advisory

committee is formed and it is recommended that they hold their committee meeting in Sept-Oct so that if any written reports are generated, they can be made available to the aAPT committee prior to their annual meeting (in Dec-Feb).

Peer Review of Teaching Committee

Annually the Department Chair appoints a Peer Review of Teaching Committee of a size judged sufficient to meet the volume of peer review activity expected that year, without overburdening any of the members. The term of service is one year, with reappointment possible. Reasonable efforts are made to distribute service among the tenured faculty from year to year to support and encourage attention to the quality of teaching in the Department. Although there is no presumption that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, such a model will be followed to the extent possible. The responsibilities of the Peer Review of Teaching Committee are detailed in Section IX.B of the Department's [Appointments, Promotion, and Tenure document](#).

Space Committee

The space committee will be appointed by the department chair and will consist of five members, four of which are appointed to staggered three-year terms. The fifth member will be the Vice Chair - Research who will serve as a permanent member of this committee and will Chair the committee. The space committee will serve in an advisory capacity to the department chair by reviewing annual funding and space calculation data provided by the college for each faculty member. In the absence of data from the college, this committee should still carry-out an internal analysis of each faculty member's extramural funding to determine if it is sufficient to support current space allocations and, determine if additional space needs exist. These reports will be used to guide assignment and retention of research space according to the space guidelines that appear in the Appendix.

Other Committees

Other committees may be formed by the Department Chair on an *ad hoc* basis. Examples include a faculty search committees associated with new hires or a grievance committee.

The department Chair, on an *ad-hoc* basis, may form other committees.

VIII Faculty Meetings

The department administrator, after consultation with the department chair, will provide to the faculty a schedule of departmental 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. After review by the department chair, the department administrator 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 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.

IX Distribution of Faculty Duties, Responsibilities, and Workload

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

During on-duty periods, faculty members are expected to be available for interaction with students, research, and department meetings and events, even if they have no formal course assignment. Every member of the faculty who is assigned instruction is expected to establish and maintain office hours in order to be readily available to students. 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.

It is the responsibility of the department chair to communicate with each faculty member about performance expectations, to set high standards, to give clear feedback about performance, and to appropriately incentivize high levels of productivity. Each year, an annual performance review conducted by the department chair (or his/her/their designee) and individual faculty members will be scheduled to evaluate a faculty member's performance with respect to previously established goals. After the meeting, faculty members will receive clear, objective, and constructive written feedback regarding their performance. Details of the annual merit review process can be found in the department's APT document.

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty with 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. 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

Teaching in the department includes participation in undergraduate, graduate, professional (medical), post-graduate professional (post-M.D.) and post-doctoral (post-Ph.D.) trainee education. Teaching will include a combination of: 1) individual instruction (e.g., student advising, guiding student research, individual study); and 2) formal lecture and laboratory course instruction in the undergraduate Neuroscience Major, medical school curriculum, and graduate courses. These courses may be taught by either individual instructors or by a faculty team. Other instructional activities also include creating, developing, and revising instructional materials including computer-assisted instructional programs.

Tenure track faculty are expected to be engaged in educational activities for 50% of effort; however, adjustments to standard teaching assignments may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course. Teaching assignments also will vary for individual faculty members based on their research and/or service activities. Faculty members who are especially active in research may, after discussion with the department chair, be eligible to reduce teaching and/or service assignments. Likewise, faculty members who are relatively inactive in research should expect to be assigned enhanced teaching and service assignments. Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) may be eligible to negotiate reductions in teaching assignments.

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.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's [Appointments, Promotion, and Tenure Document](#). Faculty members who are actively engaged in scholarship will be expected to publish regularly, particularly original data-focused manuscripts in high quality peer-reviewed journals. Faculty members are expected to be involved in

sponsored research as a principal or a co-investigator. Overall, faculty engaged in basic or applied research are expected to secure extramural funding that supports their annual minimum contractual obligation for salary and benefits (typically, this is 50%) and stipends and tuition for graduate students and/or post-doctoral trainees as well as salaries and benefits for laboratory staff. Investigator-initiated NIH R01 grants (or similar) with full indirect costs should be prioritized. Faculty members with direct salary appointments to extramural grants exceeding 50% of their full salary may be eligible to participate in the College of Medicine's non-clinical Incentive Plan.

Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research. During the annual review process, the department chair will determine the average percentage of time devoted to scholarly activities. The department has established minimum annual baseline metrics to be used for annual review of scholarly activity. For information related to the annual review and a description of detailed expectations of scholarly activity at each rank, please refer to the department APT document.

Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession (e.g., providing peer review for funding agencies or scientific journals, serving as an officer for professional organizations), and community (e.g., local, state, national, international). Service activity also includes directing facilities or centers.

All faculty members are expected to participate in departmental governance through active engagement in departmental faculty meetings and other activities that support the mission of the department.

Service loads may be modified during the annual review process. When heavy service obligations are primarily volunteer in nature, the department chair is not obligated to modify the faculty member's teaching and/or scholarly effort. If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for the annual merit and compensation review process.

i Special Assignments

Information on faculty special assignments (SAs) is presented in the Office of Academic Affairs policy document located [here](#). The information provided below supplements this policy.

Untenured faculty will normally be provided an SA for research for at least 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 department work. The department's aAPT committee will evaluate all SA proposals and make recommendations to the department chair. The department chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

B Clinical Faculty

The Department of Neuroscience appoints clinical-educator faculty. These appointments exist for faculty members who focus principally on the education needs for the department. Clinical faculty members are expected to contribute to the department's research and education missions, as reflected by participation in educational program development and teaching. Clinical faculty members are expected to make substantial contributions 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.

Full-time clinical faculty are expected to be engaged in educational activities for 85-100% of effort. All teaching assignments for full-time clinical faculty members will be explicitly stated in their contracts. In general, it is expected that clinical faculty will fully support their salary from teaching revenue and service line activities, although other sources, including extramural funding may support these appointments. If extramural funding is secured to support all or part of a clinical faculty member's salary, teaching workloads will be adjusted accordingly.

Clinical faculty are eligible to vote on appointment or promotion issues as defined above (Section IV).

C Research Faculty

Research faculty members are expected to contribute primarily to the university's research mission. Research faculty expectations for research are similar to those for the tenure-track, albeit proportionally greater since 100% of effort for research faculty members is devoted to research. Specific expectations are spelled out in the letter of offer.

In accord with Faculty Rule [3335-7-34](#), Research Faculty may, but are not required to, participate in the educational mission of the Department. However, teaching opportunities for Research Faculty must first be approved by their respective Sponsor, then by a majority vote of the Tenure Track Faculty. Under no circumstances may a member of the Research Faculty be continuously engaged over an extended period in the same instructional activities as Clinical- or Tenure-Track Faculty.

Research Faculty may be appointed at the discretion of the department chair and, after consultation with the Sponsor, to no more than one standing or ad-hoc committee. Research faculty are eligible to vote on appointment or promotion issues as defined above (Section IV). Research faculty cannot vote on curricular issues. Research Faculty may serve on University committees and task forces, but not on University Governance committees.

D Associated Faculty

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.

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.

E Modification of Duties

The Department of Neuroscience 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 Medicine'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. See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XII.

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

X Course Offerings, Teaching Schedule, and Grade Assignments

Each year, the Vice Chair - Academic Affairs will 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 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](#) (typically 15) 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, then the department head 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 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 is allocated as described in the Guidelines for Assignment and Retention of Research Space (see Section XVI Appendix below).

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

3
4 The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.

5 6 **XII Leaves and Absences**

7
8 In general, there are five types of leaves and absences taken by faculty. The university's policies and
9 procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and](#)
10 [Procedures Handbook](#) and Office of Human Resources [Policies and Forms website](#). The information
11 provided below supplements these policies.

12 13 **A Discretionary Absence**

14
15 Faculty are expected to complete a travel request or a [request for absence form](#) well in advance of a
16 planned absence (e.g. for attendance at a professional meeting, give a talk, or to engage in consulting)
17 to provide time for its consideration and approval and time to assure that instructional and other
18 commitments are covered. Discretionary absence from duty is not a right, and the Department Chair
19 retains the authority to disapprove a proposed absence when it will interfere with instructional or
20 other comparable commitments. Such an occurrence is most likely when the number of absences in a
21 particular semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic
22 Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule
23 [3335-5-08](#)).

24 25 **B Absence for Medical Reasons**

26
27 When absences for medical reasons are anticipated, faculty members are expected to complete a
28 [request for absence form](#) as early as possible. When such absences are unexpected, the faculty
29 member, or someone speaking for the faculty member, should let the Department Chair know
30 promptly so that instructional and other commitments can be managed. Faculty members are always
31 expected to use sick leave for any absence covered by sick leave (personal illness, illness of family
32 members, medical appointments). Sick leave is a benefit to be used—not banked. For additional
33 details see OHR [Policy 6.27](#).

34 35 **C Unpaid Leaves of Absence**

36
37 The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of
38 absence are set forth in OHR [Policy 6.45](#).

39 40 **D Faculty Professional Leave (FPL)**

41
42 A *Faculty Professional Leave* (FPL) constitutes a more formal departure from regular academic
43 duties than a *Special Assignment* (see above) and may be considered for any period of intensive study
44 or research not to exceed one 9- or 12-month academic year. Information on faculty professional
45 leaves is presented in the OAA [Policy on Faculty Professional Leave](#).

46
47 Faculty members who desire an FPL should discuss the matter with the department Chair during their
48 annual evaluation or as soon thereafter as possible. The department Chair will indicate whether
49 submission of a full FPL proposal is appropriate. Because the Dean, Office of Academic Affairs and
50 Board of Trustees must approve FPL proposals, faculty should submit their proposal for a given year

no later than the end of autumn semester of the preceding year. Exceptions may be considered when an unexpected opportunity precludes such timing.

The Chair's recommendation to the Dean regarding an FPL proposal will be based on the quality of the proposal, its potential benefit to the department and to the faculty member and the ability of the department to accommodate the FPL at the time requested.

E Parental Leave

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

XIII Additional Compensation and Outside 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 supplementally 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/or 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

1 administrator's professional judgment in exercising any university duty or responsibility, including
2 designing, conducting, or reporting research.

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

9
10 In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise
11 in relation to consulting or other work done for external entities. Further information about conflicts of
12 commitment is included in section IX above.

13 14 **XV Grievance Procedures**

15
16 Members of the department with grievances should discuss them with the department chair who will
17 review the matter as appropriate and either seek resolution or explain why resolution is not possible.
18 Content below describes procedures for the review of specific types of complaints and grievances.

19 20 **A Salary Grievances**

21
22 A faculty or staff member who believes that his/her/their salary is inappropriately low should discuss
23 the matter with the department chair. The faculty or staff member should provide documentation to
24 support the complaint.

25
26 Faculty members who are not satisfied with the outcome of the discussion with the department chair
27 and wish to pursue the matter may be eligible to file an appeal with the college's Faculty Salary
28 Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see
29 Volume 1, Chapter 3 of the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

34 35 **B Faculty Promotion and Tenure Appeals**

36
37 Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).

38 39 **C Faculty and Staff Misconduct**

40
41 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in
42 Faculty Rule [3335-5-04](#).

43
44 Any student, faculty, or staff member may report complaints against staff to the department chair.
45 The [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide
46 assistance with questions, conflicts, and issues that arise in the workplace.

47 48 **D Harassment, Discrimination, and Sexual Misconduct**

49
50 The [Civil Rights Compliance Office](#) exists to help the Ohio State community prevent and respond to
51 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 document located [here](#).

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 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.

G Academic Misconduct

Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) does not hear cases involving academic misconduct in colleges having a published honor code, although some allegations against graduate students fall under the committee's jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the Vice Chair – Academic Affairs and the Department Chair, who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the university procedures for addressing allegations of violations of the professional student honor code.

XVI Appendix: Guidelines for Assignment and Retention of Research Space

Purpose: The purpose of these guidelines is to ensure maximal and efficient use of all new and existing Department of Neuroscience space. The department has the responsibility of establishing benchmarking principles for utilization of departmental space that are consistent with College of Medicine guidelines. Such benchmarking will occasionally mandate re-assignment of space based on evolving circumstances including 1) new faculty recruitment and 2) increased or decreased funding of existing faculty.

Guidelines and Definitions

Office: All full-time tenure-track and clinical faculty are entitled to an office, regardless of funding status. Other faculty and research scientists may be assigned office space if available.

Research Space: To arrive at a fair and accurate assessment of total square feet assigned to each faculty member, the following principles apply:

1. All space assigned to a faculty member is considered research space, regardless of its configuration or utilization.
2. Shared space is divided equally by the number of users.
3. All assigned space is included in total area calculations regardless of location; however, cost per square foot will vary as a function of location and will be considered relative to the quality of the research space (as defined by the College of Medicine metrics).

Funding: To arrive at a fair and accurate assessment of each faculty member's funding, the following principles apply:

1. Funding dollars will be calculated as total cost (direct and indirect).
2. Shared funding will be calculated in proportion to the actual distribution of funds between the P.I. and all Co-I's. In order to avoid misunderstandings between investigators, the intended distribution of funds should be decided among the involved investigators at the time of submission then endorsed by the department Chair(s). Changes necessitated due to budget cuts by the granting agency should be handled similarly (i.e., mutual agreement with endorsement by the Chair).
3. Faculty directing components of grants (e.g., program project grants) will be credited in proportion to total number of PIs supported by the grant.
4. Other funding, such as that to pre- and post-doctoral trainees and research faculty, will be credited to the faculty member sponsoring the trainees or research faculty.
5. Funding via "no-cost extensions" or release-time accounts will not be included.
6. Annual funding of Professors and Associate Professors will be calculated as an average of the current and previous two years. Average funding metrics for tenure-track Assistant Professors will begin to be assessed in year 4.

Criteria for assigning/re-assigning research space: Faculty funding via external grants is a major criterion for assigning or re-assigning research space. Still, no matter how successful a faculty

1 member is in obtaining funding, the funding per square foot calculation alone is not sufficient to
2 determine research space assignments or reassignments. Additional criteria include the quality of the
3 space, the need to protect a minimum level of space for junior faculty and the space needs of faculty
4 that may experience temporary loss of funding. To arrive at a fair and accurate distribution of
5 research space within the department, the following criteria apply:
6

7 *1. Funding per square foot:* Each year, assigned research space will be ranked based on annual
8 funding dollars (direct & indirect three-year average) divided by square feet of assigned research
9 space. This relative ranking will provide each faculty member and the Chair with an annually
10 updated assessment to help evaluate requests for additional space (increased research needs) or the
11 possibility of space re-assignment (decreased research needs). These rankings will also be
12 considered by the Chair in the context of the faculty member's pending grant applications and
13 future research goals.
14

15 *2. Space quality:* Not all laboratory space is appropriately designed for the work being conducted.
16 Thus, in the short term, relative ranking based on funding per square foot, should be viewed in light
17 of space quality. In the long term, every effort should be made to match research needs to
18 laboratory space design (i.e., re-design existing space or move to more appropriate space).
19

20 *3. Space protection for tenure-track Assistant Professors:* Since most assistant professors usually
21 have a single laboratory, re-assignment of such space would effectively terminate any chance of
22 promotion and tenure. Thus, re-assignment should be avoided whenever possible. Assuming that
23 the Assistant Professor has demonstrated continued efforts to obtain funding (i.e., pending national
24 grants), the average funding per square foot calculation for junior faculty space will be based on a
25 running average (as described above) beginning in year 4.
26

27 *4. Space protection for senior (Associate Prof/Prof) faculty between grants:* Protection is provided
28 by calculating funding per square foot based on a three-year average. In this manner, short-term
29 losses of funding will only lower the relative ranking of a faculty member's space in an annual
30 stepwise fashion (see #1 above). Thus, assuming continued efforts to obtain new funding, faculty
31 previously funded will normally have two years before space is considered for re-assignment.
32

33 *5. Variable "Funding per square foot" criterion for large laboratories:* Highly-funded faculty with
34 funding per square foot in the top one third of the department may request additional lab space.
35 However, to justify additional space, funding per total square foot must be in excess of 50% above
36 the departmental average. This higher expectation is not intended to impose a penalty on large
37 laboratories, but rather, it provides protection for smaller laboratories with comparable funding per
38 square foot (i.e., large laboratories should be better able to adapt to a re-assignment of some space).
39

40 **Appeals:** If a faculty member's research space is considered for re-assignment, the individual will be
41 given the opportunity to present to the space committee their case for why such space should be
42 retained (e.g., extenuating circumstances meriting exception). A summary of the appeal will be
43 presented in an advisory letter to the department Chair.
44