

1 **Pattern of Administration**
2 **for**
3 **The Ohio State University**
4 **College of Optometry**

5 Revision Approved by the Office of Academic Affairs:
6 3/25/2025
7

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1 **I Introduction**

2 The College of Optometry operates as a unified college/department unit for the
3 purposes of administering and serving its teaching, research, and service missions.
4 This document provides a brief description of the College of Optometry and its policies
5 and procedures. It supplements the [Rules of the University Faculty](#) and other policies
6 and procedures of the university to which the college and its faculty are subject. The
7 latter rules, policies and procedures, and changes in them, take precedence over
8 statements in this document.

9
10 This Pattern of Administration is subject to continuing revision. It must be reviewed and
11 either revised or reaffirmed within a year of the appointment or reappointment of the
12 dean of the College of Optometry; however, revisions may be made at any time as
13 needed. All revisions, as well as periodic reaffirmation, are subject to approval by the
14 Office of Academic Affairs.

15
16 **II College Mission**

17 The **mission** of The Ohio State University College of Optometry includes the following
18 objectives:

- 19 • To educate excellent optometrists who reflect our diverse communities through our
20 professional, residency, and continuing education programs.
- 21 • To conduct excellent research in vision science, through our graduate education
22 and research programs.
- 23 • To provide excellent optometric care to the community, through our teaching clinics,
24 externship sites, and residency programs.

25 An additional mission and goal shared with the Graduate School of The Ohio State
26 University is:

- 27 • To educate and train ophthalmic and vision scientists for the advancement of those
28 teaching, research, and service missions above.

29
30 **III Academic Rights and Responsibilities**

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

33
34 **IV Faculty**

35 **A Faculty Appointments**

36 Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The
37 Ohio State University and the rights and restrictions associated with each type of
38 appointment. The college faculty comprises:

- 39 1. Tenure-track faculty with titles of assistant professor, associate professor, or
40 professor;
- 41 2. Clinical faculty with titles of assistant professor of clinical optometry, associate
42 professor of clinical optometry, and professor of clinical optometry (Note: the
43 number of clinical faculty may comprise no more than 40% of the number of
44 the tenure-track, clinical, and research faculty combined (University Rule
45 [3335-7-03](#));

1 3. Research faculty with titles of research assistant professor of optometry,
2 research associate professor of optometry, or research professor of
3 optometry; research faculty can comprise no more than 30% of the tenure-
4 track faculty (as authorized by a majority vote of the tenure-track faculty at a
5 Faculty Advisory Committee meeting on 6/30/04);
6

7 4. Associated faculty to include:

8 a. Adjunct titles, visiting titles, and lecturer titles

9 b. Those on less than a 50% appointment to the university; and

10 5. Emeritus faculty: Emeritus faculty status is an honor given in recognition of
11 sustained academic contributions to the university as described in Faculty
12 Rule [3335-5-36](#). Full-time tenure track, clinical/teaching/practice, research, or
13 associated faculty may request emeritus status upon retirement or resignation
14 at the age of 60 years or older with 10 or more years of service or at any age
15 with 25 or more years of service. See the college [Appointments, Promotion,
16 and Tenure Document](#) for additional detail. Emeritus faculty may be invited
17 to participate in discussions on nonpersonnel matters but may not participate
18 in personnel matters, including promotion and tenure reviews, and may not
19 vote on any matter.
20

21 Members of the faculty are expected to contribute to the instructional, funded
22 research, scholarship, outreach, and administrative missions and roles of the
23 college. It is neither expected nor considered desirable for all faculty members to
24 make equivalent contributions to each of these missions. Faculty assignments are
25 described in the initial letter of offer and updated during the annual review process
26 based on college needs as well as faculty productivity and career development.
27

28 Detailed information about the appointment criteria and procedures for the various
29 types of faculty appointments made in this college is provided in the [Appointments,
30 Promotion, and Tenure Document](#).
31

32 **B Voting Rights**

33 Faculty members with a 50% or more compensated appointment, whose TIU is in
34 the college, and who hold an appointment as tenure-track, clinical, or research
35 faculty shall have a full vote at college faculty meetings and in faculty elections.
36

37 Only tenure-track faculty may participate in discussions of tenure-track, clinical, and
38 research faculty matters, including promotion and tenure reviews.
39

40 Clinical faculty may participate in discussions of clinical faculty matters, including
41 promotion reviews.
42

43 Research faculty may participate in discussions of research faculty matters
44 including promotion reviews.
45

1 Associated and emeritus faculty may not participate in discussion of or votes on
2 personnel matters.

3
4 As defined by Faculty Rule [3335-7-11](#), tenure-track and clinical faculty may be
5 nominated and may serve if elected on the University Senate as a representative of
6 the college.

7 8 **C Distinguished Professor**

9 Distinguished faculty members within the College of Optometry may be awarded
10 the title Distinguished Professor of Optometry and Vision Science in recognition of
11 excellence in teaching, scholarship, service, and demonstrated extramural funding
12 and/or national/international impact. The College of Optometry Distinguished
13 Professor designation is an honorific title, not a new faculty rank.

14
15 Successful candidates from within the college will receive a \$5,000 addition to their
16 base pay and the title Distinguished Professor of Optometry and Vision Science. A
17 full-time faculty member with this title may be assigned reduced teaching loads and
18 is expected to mentor faculty and to help lead the college in achievement of its
19 strategic plan. Additional resources, such as research, funds, or graduate
20 students/postdoctoral trainees commensurate with the faculty members' research
21 trajectory may also be awarded at the discretion of the dean.

22
23 Criteria for consideration of this honorific include:

- 24 • Excellence in teaching, scholarship, service, and demonstrated extramural
25 funding and/or national/international impact;
- 26 • Rank of tenured professor in the college;
- 27 • New faculty recruited to the college at the rank of tenured professor;
- 28 • Internal faculty must not already hold a titled position (e.g., Eminent Scholar,
29 Distinguished University Professor, endowed professorship, or endowed chair);
- 30 • Must have been at the tenured full professor rank for at least two years at Ohio
31 State with at least five years total as a faculty member at Ohio State;
- 32 • External candidates recruited into this position must be eligible for tenured
33 professor rank at Ohio State.

34
35 The college's Executive Committee will evaluate eligible faculty members' dossiers
36 and will make selections. The appointments will be made by the dean.

37
38 The initial appointment is for up to five years. Distinguished Professors of
39 Optometry and Vision Science are eligible for subsequent terms of five years based
40 on a favorable review by the Executive Committee. Although the increase in base
41 pay is permanent, i.e., it extends beyond the term of appointment, the title can only
42 be used during the formal term. The honorific title is limited to 20% of the college's
43 professors.

44 45 **V Organization of the College**

46 The college functions as one tenure-initiating unit (TIU).

1
2 **VI Overview of College Administration and Decision-Making**

3 Policy and program decisions are made in a number of ways: by the college faculty as
4 a whole, by standing or special committees of the college, or by the dean. The nature
5 and importance of any individual matter determine how it is addressed. College
6 governance proceeds on the general principle that the more important the matter to be
7 decided, the more inclusive participation in decision making needs to be. Open
8 discussions, both formal and informal, constitute the primary means of reaching
9 consensus on decisions of central importance.

10
11 **VII College Administration**

12 **A Dean**

13 The primary responsibilities of the dean are set forth in Faculty Rule [3335-3-29](#).
14 This rule requires the dean to develop, in consultation with the faculty, a Pattern of
15 Administration with specified minimum content. The rule, along with Faculty Rule
16 [3335-6](#), also requires the dean to prepare, in consultation with the faculty, a
17 document setting forth policies and procedures pertinent to appointments,
18 reappointments, promotion, and tenure.

19
20 Other responsibilities of the dean, not specifically noted elsewhere in this Pattern of
21 Administration, are paraphrased and summarized below.

- 22 • To preside at meetings of the college faculty and to appoint all college
23 committees unless their membership has been designated by faculty rule or by
24 the college faculty.
- 25 • To approve courses of study for students in his or her college, to warn students
26 who are delinquent in their studies and to recommend appropriate student
27 disciplinary action to the appropriate university disciplinary body or official.
- 28 • To present candidates for degrees to the president on behalf of the college
29 faculty and to serve as a member of the Council of Deans (see Rule [3335-3-22](#)
30 of the Administrative Code).
- 31 • After consultation with the college's Executive Committee to make
32 recommendations to the executive vice president and provost concerning the
33 college budget, the appointments to and promotions within the staff and the
34 membership of the college faculty.
- 35 • To review salary appeals and other faculty issues in a professional and timely
36 manner.

37
38 Day-to-day responsibility for specific matters may be delegated to others, but the
39 dean retains final responsibility and authority for all matters covered by this Pattern,
40 subject when relevant to the approval of the Office of Academic Affairs and Board
41 of Trustees.

42
43 Operational efficiency requires that the dean exercise a degree of autonomy in
44 establishing and managing administrative processes. The articulation and
45 achievement of college academic goals, however, is most successful when all
46 faculty members participate in discussing and deciding matters of importance. The

1 dean will therefore consult with the faculty on all educational and academic policy
2 issues and will respect the principle of majority rule. When a departure from
3 majority rule is judged to be necessary, the dean will explain to the faculty the
4 reasons for the departure, ideally before action is taken.
5

6 **B Other Administrators**

7 The associate dean for academic affairs, the associate dean for clinical services,
8 and the associate dean of research must be members of the faculty of the college
9 and are expected to serve terms concurrent with that of the incumbent dean. The
10 assistant dean for administration and finance is a staff member who serves the
11 college as its chief administrative officer and senior fiscal officer. They will assist the
12 dean in a variety of administrative matters. They will serve in place of the dean at
13 their request during periods of absence. The college registrar will assist the dean in
14 matters of student records and scheduling and as otherwise noted. The chief
15 diversity officer is appointed by the dean, chairs the Committee on Diversity and
16 Inclusion, and advises the college on issues related to diversity, equity, inclusion,
17 and anti-racism.
18

19 **C Committees**

20 Much of the development and implementation of the college's policies and
21 programs is carried out by standing and *ad hoc* committees. The dean is an *ex*
22 *officio* member of all college committees and may vote as a member on all
23 committees except the Promotion and Tenure Committee.
24

25 **1 Promotion and Tenure (P&T) Committee**

26 In accordance with Faculty Rule [3335-6-04\(C\)](#), the College of Optometry shall
27 have a standing Promotion and Tenure Committee. The purposes of the college
28 Promotion and Tenure Committee are to ensure that high standards of
29 excellence are maintained in the college promotion and tenure process and to
30 serve as an advisory body to the dean on matters concerning faculty promotion
31 and/or tenure.
32

33 The Eligible Faculty in the College of Optometry serve as the Promotion and
34 Tenure Committee, as follows:

- 35 • Tenure-track faculty promotion to Associate/Tenure: All tenured faculty
- 36 • Tenure-track faculty promotion to Professor: All tenured professors
- 37 • Clinical faculty promotion to Associate: All clinical and tenure-track associate
38 professors and professors
- 39 • Clinical faculty promotion to Professor: All clinical and tenure-track
40 professors
- 41 • Research faculty promotion to Associate: All tenured faculty, all research
42 faculty associate professors and professors
- 43 • Research faculty promotion to Professor: All tenured professors, all research
44 faculty professors
45

1 In each individual P&T case, the dean will appoint a three-member
2 subcommittee of the P&T Committee that will extensively evaluate each case
3 and make a recommendation to the entire P&T committee. The Chair of the
4 Eligible Faculty will be a tenured Professor elected by the Eligible Faculty for a
5 two-year term (renewable without limit) and will also serve as the Chair of the
6 P&T committee. The Procedures Oversight Designee is appointed by the dean
7 and must be a different person than the Chair of the Eligible Faculty. The Chair
8 of the Eligible Faculty and the Procedures Oversight Designee will serve to
9 advise the dean on matters of promotion and tenure. The person who serves as
10 Chair of the Eligible Faculty and the Procedures Oversight Designee can serve
11 multiple consecutive terms if elected/appointed, respectively. If the Chair of the
12 Eligible Faculty or the Procedures Oversight Designee have a conflict of interest
13 in a specific case, they should voluntarily withdraw from the process. If they do
14 not, the dean will remove the person in conflict.

15 16 **2 Investigations Committee**

17 The Investigations Committee follows the investigations process established in
18 Faculty Rule [3335-5-04](#). All committee members must be tenured faculty. All
19 members, including the chair, are appointed by the dean.

- 20 • Number of committee members: 3
- 21 • Term of service: 1 year

22 23 **3 Salary Appeals Committee**

24 In accordance with Office of Academic Affairs requirements, the College of
25 Optometry shall have a Salary Appeals Committee. The Salary Appeals
26 Committee is an *ad hoc* committee appointed by the dean. In the event of an
27 appeal, the appellant can ask for one additional faculty member, who meets one
28 of the criteria below, to serve. The committee elects its own chair when the
29 committee is convened to hear an appeal.

30
31 The Salary Appeals Committee follows the appeals process established in the
32 Office of Academic Affairs [Policies and Procedures Handbook](#). Number of
33 committee members: 3 (two tenured faculty members who have no decanal
34 titles and one clinical faculty member who holds the rank of either the Associate
35 Professor of Clinical Optometry or Professor of Clinical Optometry)

36 37 **4 Admissions Committee**

38 Receives, reviews and monitors through to final disposition all student
39 applications to the Doctor of Optometry program in the College of Optometry.
40 The committee fosters fair and equitable admissions standards and reviews and
41 recommends changes to admissions policies, as needed. The committee
42 allocates scholarships to admitted students. The chair is appointed by the dean.

- 43 • Number of committee members: Variable
- 44 • Faculty: 5 to 10 members appointed by the dean
- 45 • Term of service: 1 year
- 46 • Chief Diversity Officer

- 1 • Director of Student Services
- 2 • Associate Dean for Academic Affairs

3

4 **5 Clinic Committee**

5 Reviews the utilization of resources and facilities assigned to the clinics and to
6 recommend to the dean means of enhancing the quality of clinical instruction
7 and patient care.

- 8 • Number of committee members: Variable
- 9 • Faculty: Variable (appointed by the dean)
- 10 • Term of service: 1 year
- 11 • Associate Dean for Clinical Services (Chair)
- 12 • Assistant Dean of Administration and Finance
- 13 • Health Systems Analyst
- 14 • Clinic staff: Variable, as appointed by the Associate Dean for Clinical
15 Services
- 16 • Associate Dean of Academic Affairs

17

18 **6 Continuing Education (CE) Committee**

19 Recommends to the dean continuing education programs timely to the
20 profession of optometry. The chair is appointed by the dean.

- 21 • Number of committee members: 4-7
- 22 • Faculty: No fewer than 3 (appointed by the dean)
- 23 • Term of service: 1 year
- 24 • Assistant Dean of Administration and Finance
- 25 • Health Systems Analyst
- 26 • Clinic staff: Variable, as appointed by the Associate Dean for Clinical
27 Services
- 28 • Associate Dean of Academic Affairs
- 29 • Program Assistant/CE Coordinator
- 30 • Assistant Dean of Administration and Finance

31

32 **7 Curriculum Committee**

33 Reviews the courses and curriculum, to recommend changes and improvements
34 and to foster high standards of instruction. The chair is appointed by the dean.

- 35 • Number of committee members: 16; 11 voting members
- 36 • Faculty: 7 (appointed by the dean)
- 37 • Term of service: 1 year
- 38 • Director of Student Services (non-voting)
- 39 • College Registrar (non-voting)
- 40 • Recording Secretary (non-voting)
- 41 • IT Director (non-voting)
- 42 • Faculty Teaching Technology Director
- 43 • President of Student Council (or designee)
- 44 • Associate Dean of Academic Affairs
- 45 • Associate Dean for Clinical Services

- 1 • Dean (non-voting)
2

3 **8 Committee for Inclusion and Diversity**

4 Coordinates all activities relating to the enhancement of diversity, inclusion,
5 equity, and cultural competency. All members are appointed by the dean.

- 6 • Number of committee members: 7
7 • Chief Diversity Officer (chair)
8 • Director of Student Services
9 • Faculty: 2
10 • Staff: 3
11 • Term of service: 1 year
12

13 **9 Electronic Health Records (EHR) Committee**

14 Coordinates the ongoing activities related to EHR in the clinic, including but not
15 limited to troubleshooting, improving workflow, and implementation of upgrades.

- 16 • Number of committee members: 8
17 • Associate Dean for Clinical Services (chair)
18 • IT Director
19 • Systems Manager
20 • Manager, Medical Records Department
21 • Staff: 4 (appointed by the dean)
22 • Term of service: 1 year
23

24 **10 Executive Committee**

25 Serves in such capacity as required by Faculty Rule [3335-5-15](#) or in other
26 matters as requested by the dean.

- 27 • Number of committee members: 6
28 • Dean (chair)
29 • Associate Dean for Academic Affairs
30 • Associate Dean of Research
31 • Associate Dean for Clinical Services
32 • Assistant Dean for Administration and Finance
33 • Executive Assistant to the Dean (recording secretary, non-voting)
34

35 **11 Faculty Advisory Committee**

36 Faculty in the College of Optometry play a significant role in determining the
37 direction of the college and its programs in teaching, research, and service.
38 Such a role can be achieved only if the faculty share a general concern for the
39 present and future well-being of the college, enjoy an open and creative
40 relationship with the administrative officers of the college, and have a
41 mechanism for effectively communicating ideas and viewpoints concerning both
42 opportunities and changes presented to the college and its programs. A flexible,
43 interactive committee structure is critical to open dialogue and the orderly
44 transaction of the college's business. To these ends, a Faculty Advisory
45 Committee to the dean of the college is defined here.

1
2 The Faculty Advisory Committee serves as an advisory body to the dean to
3 promote effective communication among the faculty and the administrative
4 officers of the college.
5

6 The Chair of the Faculty Advisory Committee, on the consensus of that body,
7 may request of the dean that items of concern be placed on the agenda of a
8 future faculty meeting. The dean must include the items on the agenda of a
9 faculty meeting or must respond to the Faculty Advisory Committee in writing as
10 to why the items were not included. The Faculty Advisory Committee maintains
11 official minutes, which are made available to any faculty member upon request.
12

13 Faculty Advisory Committee membership consists of all tenure-track, clinical,
14 and research faculty, as defined by the Rules of the University Faculty (Section
15 [3335-5-19](#)).
16

17 The Faculty Advisory Committee elects a chair and a secretary from among the
18 non-probationary faculty. Meetings of the Faculty Advisory Committee may be
19 called by the chair, the dean, or by any two members of the Faculty Advisory
20 Committee. The chair prepares the meeting agenda and presides. The secretary
21 records and preserves orderly minutes. A quorum for Faculty Advisory
22 Committee meetings is >50% of its members. Faculty members with decanal
23 titles are non-voting members.

- 24 • Number of committee members: Variable
- 25 • Faculty: all tenure-track, clinical, and research faculty
26

27 **12 Faculty Awards Committee**

28 Identifies opportunities to nominate college faculty for various awards, both
29 internal and external, e.g., The Ohio State University, the Association of Schools
30 and Colleges of Optometry, the Association for Research in Vision and
31 Ophthalmology, the American Academy of Optometry, and the American
32 Optometric Association. The chair is appointed by the dean.

- 33 • Number of committee members: Variable
- 34 • Faculty: Associate Professors and Associate Professors of Clinical
35 Optometry
- 36 • Term of service: 1 year
37

38 **13 Functional Standards Committee**

39 Reviews cases where the applicant's and/or enrolled student's ability to meet
40 the functional standards of the college's professional program is in question.
41 The college's "Functional Standards for Didactic and Clinical Education"
42 document serves as the basic resource for this committee.

- 43 • Number of committee members: 11
- 44 • Associate Dean for Academic Affairs (chair)
- 45 • Associate Dean for Clinical Services

- Chiefs of Primary Vision Care, Contact Lens, Advanced Ocular Care, Low Vision Rehabilitation, Binocular Vision/Pediatrics, and Eyewear Gallery Services
- Director of Student Services
- University ADA coordinator (non-voting)

14 Health Insurance Portability and Accountability Act (HIPAA) Steering Committee

Manages the HIPAA obligations for the College of Optometry. This committee develops policies for the College of Optometry with respect to its HIPAA obligations, develops training for the College of Optometry with respect to its HIPAA obligations, reviews risk assessments and audits to ensure that the college is meeting its HIPAA obligations, monitors and plans for any updates with respect to HIPAA or related laws, and enforces policies with respect to HIPAA compliance.

- Number of committee members: 6
- Associate Dean for Clinical Services (chair)
- HIPAA Security Officer/IT Director
- HIPAA Privacy Officer/Medical Records Manager
- HR Consultant
- Building Coordinator
 - Research representative (appointed by the dean)

15 Honor Council

Promotes appropriate conduct among students in the professional academic program by encouraging the highest standard of personal conduct, promoting the highest quality professional education, promoting the highest quality patient care, and establishing a system to resolve allegations of academic and professional misconduct. The chair will be appointed by the dean and must be one of the three faculty members on the committee

- Number of committee members: 8
- Faculty: 3 (appointed by the dean)
- Students 4, to include the vice-president of each of the four classes in the professional program
- Associate Dean for Academic Affairs (Honor Council Coordinator, non-voting)
- Term of service: 1 year

16 Research and Graduate Studies Committee

Oversees and administers the Graduate Program in Vision Science, serves as the liaison between the Graduate School and the graduate faculty members, and makes recommendations to the dean about the graduate program. All faculty members (one of whom is the chair) are appointed by the dean.

- Number of committee members: minimum of 10
- Faculty: at least 7 tenured, Category P graduate faculty in vision science

- 1 • Term of service: 1 year
- 2 • Associate Dean of Research
- 3 • Grants and Contracts Administrator (non-voting member)
- 4 • Program Manager of the Graduate Program in Vision Science (non-voting
- 5 member)
- 6

7 **17 Residency Program Committee**

8 Enhances the clinical education of optometry students and residents.

- 9 • Number of committee members: Variable
- 10 • Residency Director (chair)
- 11 • Associate Dean for Clinical Services
- 12 • Director of Externship Program
- 13 • College Registrar
- 14 • Residency Coordinators who oversee the day-to-day operations at residency
- 15 sites
- 16

17 **18 Student Awards Committee**

18 Coordinates the announcement, selection, and dissemination of various college,
19 industry, and organization awards, grants, and scholarships to students in the
20 professional program. The chair is appointed by the dean.

- 21 • Number of committee members: Variable
- 22 • Faculty: members appointed by the dean
- 23 • Staff: appointed by the dean
- 24 • Term of service: 1 year
- 25 • Director of Student Services
- 26 • College Registrar
- 27

28 **19 Staff Advisory Committee**

29 Promotes, as a liaison to the University Staff Advisory Committee,
30 communication and effective working relationships among staff, faculty, and
31 administrators. All members and the chair are appointed by the dean

- 32 • Number of committee members: Variable
- 33 • Staff: Variable
- 34 • Term of service: 1 year
- 35

36 **20 Stewardship Committee**

37 Oversees the financial stewardship of the college's endowment and current use
38 gift funds. Works with the University Office of Advancement to determine
39 possible alternatives for fund usage when fund descriptions become obsolete
40 and/or too restrictive to support college business needs. The chair is appointed
41 by the dean.

- 42 • Number of committee members: 6
- 43 • Business Operations Manager
- 44 • Director of Student Services
- 45 • Development Officer

- 1 • Assistant Dean of Administration and Finance
- 2 • Associate Dean for Research
- 3 • Dean
- 4 • Term of service: 1 year

5

6 **21 Student Advisory Committee**

7 Advises the dean on matters relating to optometry student interests and
8 activities. The dean or their designee conducts the meetings of the Student
9 Advisory Committee.

- 10 • Number of committee members: 23
- 11 • Students: Presidents of Student Council, American Optometric Student
12 Association chapter, National Optometric Student Association chapter, Beta
13 Sigma Kappa, Epsilon Psi Epsilon, Student Volunteer Optometric Services
14 for Humanity, Student Chapter of the American Academy of Optometry,
15 Sports Vision Club, Private Practice Club, Ocular Disease and Neuro-
16 Optometry club, Contact Lens Advancement Society, College of
17 Optometrists in Vision Development chapter, Fellowship of Christian
18 Optometrists, Low Vision Rehabilitation Club, Optometry Ambassadors,
19 Student Lions Club; Optometry Representative to Interprofessional Council;
20 Presidents of the first, second, third, and fourth year classes
- 21 • Term of service: 1 year
- 22 • Dean (convener)
- 23 • Associate Dean of Academic Affairs
- 24 • Director of Student Services

25

26 **22 Records Management and Maintenance Committee**

27 Responsible for coordinating all activities related to records management and
28 maintenance in the college as part of the college's larger goal of managing risk.
29 Health records management is specifically excluded from this committee's
30 mandate.

- 31 • Number of committee members: 7
- 32 • HIPAA Security Officer/IT Director
- 33 • HIPAA Privacy Officer/Medical Records Manager
- 34 • Director of Student Services
- 35 • College Registrar
- 36 • Grants and Contracts Administrator (chair)
- 37 • Assistant Dean of Administration and Finance
- 38 • Associate Dean for Research
- 39 • Term of service: 1 year

40

41 **23 Wellness Committee**

42 Dedicated to creating a culture of wellness in the College of Optometry among
43 staff, faculty, and students. Their focus areas include nutrition/fitness, mental
44 health, career, financial, intellectual, creative, and environmental wellness.
45 Members and chair are appointed by the dean.

- 1 • Number of committee members: Variable
- 2 • Staff: Variable
- 3 • Student: 1
- 4 • Director of Marketing and Communications
- 5 • HR Consultant
- 6 • Term of service: 1 year
- 7

8 **VIII Faculty Meetings**

9 The faculty and dean will meet on a monthly basis to ensure ongoing communication
10 and to conduct the business of the college. Any College of Optometry faculty member
11 with a tenure-track, clinical, research, or associated faculty title with a salaried
12 appointment totaling 50% full-time equivalent (FTE) or more is eligible to vote at a
13 faculty meeting. Meeting agendas are set by the dean. Any regularly scheduled faculty
14 meeting may be cancelled by the dean if the agenda does not warrant such a meeting.
15 A meeting of the college faculty will also be scheduled on written request of at least
16 25% of the college faculty. The dean will make reasonable efforts to have the meeting
17 take place within one week of receipt of the request.

18
19 The dean or their designee will preside over college faculty meetings. For purposes of
20 discussing college business other than personnel matters, and for making decisions
21 where consensus is possible and a reasonable basis for action, a quorum will be
22 defined as a simple majority of all faculty members eligible to vote. Faculty meetings
23 occur on the second Tuesday of each month during the “common hour” from 8-9am.
24 On average, nine such meetings occur in a given year. The Executive Assistant to the
25 Dean announces meetings via disseminated calendar appointments, and they
26 generate minutes and make them available on the college’s internal Information drive.
27 Post-meeting changes to the minutes are communicated to the dean. A written vote
28 would be taken any time a voice vote majority is unclear or at the request of any faculty
29 meeting attendee.

30
31 For purposes of a formal vote, a matter will be considered decided when a particular
32 position is supported by at least a majority of all faculty members eligible to vote. When
33 a matter must be decided and a simple majority of all faculty members eligible to vote
34 cannot be achieved on behalf of any position, the dean will necessarily make the final
35 decision.

36
37 Special policies pertain to voting on personnel matters, and these are set forth in the
38 college's Appointments, Promotion, and Tenure Document.

39
40 Balloting will be conducted by mail or e-mail when necessary to assure maximum
41 participation in voting. When conducting a ballot by mail or email, faculty members will
42 be given one week to respond.

43
44 The college accepts the fundamental importance of full and free discussion but also
45 recognizes that such discussion can only be achieved in an atmosphere of mutual
46 respect and civility. Normally college faculty meetings will be conducted with no more

1 formality than is needed to attain the goals of full and free discussion and the orderly
2 conduct of business; however, Robert's Rules of Order will be invoked when more
3 formality is needed to serve these goals.

4
5 **IX Distribution of Faculty Duties, Responsibilities, and Workload (see Appendix**
6 **A, Faculty Workload Policy, for additional details)**

7 Faculty roles and responsibilities are described in the initial letter of offer. Workload
8 assignments and expectations for the upcoming year are addressed as part of the
9 annual review by the dean based on college needs, as well as faculty productivity and
10 career development.

11
12 All tenured, tenure-track, clinical, and associated faculty are expected to contribute to
13 the college's teaching, including didactic and clinical courses. Faculty are expected to
14 engage in didactic, laboratory, and clinic-based teaching of professional and graduate
15 students. Individual assignments will vary depending on expertise and other
16 responsibilities. In addition, assignments will be evaluated with regard to the
17 percentage of funded release time from extramural sources that provide full indirect
18 cost recovery. In order to achieve equitable workloads for all faculty, the teaching load
19 for an individual faculty member will be adjusted appropriately in response to variations
20 in research and/or service activities. Additional guidelines with respect to faculty
21 teaching load are found in the Office of Academic Affairs [Policies and Procedures](#)
22 [Handbook](#), Chapter 2, Sections 1.4.3 and 1.4.3.1.

23
24 Faculty are expected to engage in research and scholarly activity relevant to the
25 discipline of optometry and vision science. Expectations will vary depending on the
26 faculty member's appointment type and rank and other assignments.

27
28 All faculty are expected to attend and participate in faculty meetings, Faculty Advisory
29 Committee meetings, student recruitment, welcoming, and retention activities, and
30 other college events (e.g., convocation, commencement, and the annual white coat
31 ceremony).

32
33 During on-duty periods, faculty members are expected to be available for interaction
34 with students, research, and college meetings and events even if they have no formal
35 course assignment. Every member of the faculty who is assigned instruction is
36 expected to establish and maintain regular office hours in order to be readily available
37 to students. Students must have access to their didactic course teachers and their
38 clinical attendings, either through regular, scheduled office hours or the ability to
39 schedule individual meetings in a timely manner. On-duty faculty members should not
40 be away from campus for extended periods of time unless on an approved leave or on
41 approved travel.

42
43 Telework exception: Faculty members with responsibilities requiring in-person
44 interaction are to work at a university worksite to perform those responsibilities.
45 Telework and the use of remote, virtual meetings are allowed at the discretion of the
46 dean if such work can be performed effectively, and faculty members are able to fulfill

1 their responsibilities. Telework will be encouraged under certain circumstances if it
2 serves the needs of the college, university, and/or community. The dean has the
3 discretion to require faculty to work on campus if there are concerns that
4 responsibilities are not being fulfilled through telework.

5
6 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in
7 the demands and resources of the college and individual circumstances of faculty
8 members may warrant temporary deviations from these guidelines.

9
10 A full-time faculty member's primary professional commitment is to The Ohio State
11 University and the guidelines below are based on that commitment. Faculty who have
12 professional commitments outside of Ohio State during on-duty periods (including
13 teaching at another institution; conducting research for an entity outside of Ohio State;
14 external consulting) must disclose and discuss these with the dean in order to ensure
15 that no conflict of commitment exists. Information on faculty conflicts of commitment is
16 presented in the university's [Policy on Outside Activities and Conflicts](#).

17
18 In crisis situations, such as life-threatening disease (COVID, for example) or physical
19 dangers (natural disasters, for example), faculty duties and responsibilities may be
20 adjusted by the dean to take into account the impact over time of the crisis. These
21 adjustments may include modifying research expectations in order to maintain teaching
22 obligations. These assignment changes must be considered in annual reviews.

23
24 Faculty duties and responsibilities in instruction, scholarship, and service are assigned
25 by the dean in consultation with the Executive Committee, the individual faculty
26 member, and other advisory bodies of the college. Every effort will be made to make
27 fair and equitable assignments. Factors used to determine duties and assignments
28 may include, but are not limited to, tenure status, type of faculty appointment,
29 academic expertise, research responsibilities, clinical responsibilities, and rank.

30 31 **A Tenure-track Faculty**

32 Tenure-track faculty members are expected to contribute to the university's
33 mission via teaching, scholarship, and service. When a faculty member's
34 contributions decrease in one of these three areas, additional activity in one
35 or both of the other areas is expected.

36 37 **Teaching**

38 All tenure-track faculty are expected to contribute to the college's teaching,
39 including courses in the professional and/or graduate curricula. The standard
40 teaching workload expectation for full-time tenure-track faculty members is 40 to
41 50% time allocation to total workload according to the university [workload
42 guideline](#). Faculty members are also expected to advise graduate students.

43
44 Adjustments to the standard teaching assignment may be made to account for
45 teaching a new class, the size of the class, whether the class has a laboratory
46 component, whether the class is taught on-line or team-taught, and other factors

1 that may affect the preparation and/or contact time involved in teaching a
2 course.

3
4 The standard teaching assignment may also vary for individual faculty members
5 based on their research and/or service activity. Faculty members who are
6 especially active in research, e.g., those with formal release time from
7 extramural funding, can be assigned an “enhanced research” status that
8 includes a reduced teaching assignment. Likewise, faculty members who are
9 relatively inactive in research can be assigned an “enhanced teaching” status
10 that includes an increased teaching assignment. Faculty members who are
11 engaged in extraordinary service activities to the college, the university, and/or,
12 in special circumstances, professional organizations in optometry and/or vision
13 science, can be assigned an “enhanced service” assignment that includes a
14 reduced teaching assignment.

15
16 The dean is responsible for making teaching assignments on an annual basis,
17 and may decline to approve requests for adjustments when approval of such
18 requests is not judged to be in the best interests of the college. All tenure-track
19 faculty members must do some formal instruction and advising over the course
20 of the academic year.

21 **Research/Scholarship**

22 All tenure-track faculty are expected to be engaged in scholarship as defined in
23 the college’s [Appointment, Promotion and Tenure document](#). The standard
24 scholarship workload expectation for full-time tenure-track faculty members is
25 40-50% time allocation to total workload according to the university [workload](#)
26 [guideline](#). Active engagement in scholarship will be defined as regular
27 publication in high quality peer-reviewed journals as well as in other appropriate
28 venues, e.g., edited book chapters. Faculty are expected to attract extramural
29 funding on a regular basis to support their research. Extramural funding of
30 faculty release time plus graduate student and/or postdoctoral support is
31 strongly encouraged. Tenure-track faculty members are also expected to
32 actively seek ways to ensure that the results of their research and knowledge
33 discovery benefit society. This includes seeking appropriate opportunities to
34 obtain patents and to engage in other commercial activities stemming from their
35 research.

36
37
38 Tenure-track faculty members’ research activities and productivity will be a
39 major focus of the annual review process with the dean.

40 **Service**

41 Tenure-track faculty members are expected to be engaged in service and
42 outreach to the college, university, professional or research associations,
43 optometric profession, and community. The standard service workload
44 expectation for full-time tenure-track faculty members is 10-20% time allocation
45 to total workload according to the university [workload guideline](#). Typically this
46

1 will include service on at least two committees within the college. This pattern
2 can be adjusted depending on the nature of the assignment (e.g., service as a
3 committee chair, service on a time-intensive committee, organizing a
4 professional conference, leadership in an educational outreach activity, and
5 administrative service in the college or university).
6

7 The college recognizes that some of its faculty members bear an inherent
8 additional service burden. That burden accrues when faculty members, often
9 women and/or underrepresented colleagues, are recognized as uniquely
10 positioned to assist with work at the college or university levels. Such individuals
11 may be expected to provide more service than normal because their particular
12 expertise, perspective, or voice can help working groups, for example, or task
13 forces or students (through their mentorship of them) understand context,
14 options, and opportunities in new ways. This additional service burden does not
15 derive from volunteerism. Rather, it is an unwarranted and inequitable
16 expectation.
17

18 Service loads should be discussed and agreed to during annual performance
19 and merit reviews. When heavy service obligations are primarily volunteer in
20 nature, the dean is not obligated to modify the service load of the faculty
21 member (reduce teaching and/or scholarly obligations). If, however, a heavy
22 service load is due to the faculty member's unique expertise, perspective, or
23 voice, this should be noted in the annual performance review letter, considered
24 when distributing the faculty member's other duties, and taken into account for
25 the AMC Process. The dean should also consider this additional service burden
26 in managing equity of service loads among faculty.
27

28 Probationary faculty, i.e., Assistant Professors, are required to participate as
29 active members of the Faculty Advisory Committee. Additional service is
30 generally discouraged, both inside and outside the college, unless research
31 productivity is exceptional.
32

33 **B Clinical Faculty**

34 The standard workload expectations for full-time clinical faculty members are 60-
35 90% teaching, 0-20% scholarship, and 0-20% service. Clinical faculty members are
36 expected to contribute to the university's mission via teaching and service, and, to a
37 lesser extent, scholarship.
38

39 **Teaching**

40 All clinical faculty are expected to contribute to the college's teaching in courses
41 or clinical situations involving live patients, courses, instructional situations
42 involving the simulation of live patients, and/or or courses or instructional
43 situations involving professional skills.
44

45 **Research/Scholarship**

1 Clinical faculty members are expected to contribute to the college's research
2 mission, as reflected by participation in graduate program development..
3

4 **Service**

5 Clinical faculty members are expected to be engaged in service and outreach to
6 the college, university, optometric profession, and community. Typically this will
7 include service on at least two committees within the college. This pattern can
8 be adjusted depending on the nature of the assignment (e.g., service as a
9 committee chair, service on a time-intensive committee, organizing a
10 professional conference, leadership in an educational outreach activity, and
11 administrative service in the college or university).
12

13 Probationary clinical faculty are required to participate as active members of the
14 Faculty Advisory Committee. Additional service is generally discouraged, both
15 inside and outside the college, unless research productivity is exceptional.
16

17 **C Research Faculty**

18 Research faculty members are expected to contribute to the university's mission via
19 research. A research faculty member may participate in limited educational
20 activities in the area of his or her expertise; however, teaching opportunities must
21 be approved by a majority vote of the tenure-track faculty. Under no circumstances
22 may a member of the research faculty be continuously engaged over an extended
23 period of time in the same instructional activities as tenure-track faculty.
24

25 Research faculty members are able to supervise graduate students. They can
26 routinely serve as category M faculty after appropriate application procedures.
27 Research faculty may apply for category P status, subject to the approval of the
28 College's Research and Graduate Studies Committee and the Graduate School.
29

30 Standard workload expectations for full-time research faculty members are 5-10%
31 teaching (student mentoring), 85-95% research, and 0-10% service, depending on
32 specific expectations as spelled out in the letter of offer.
33

34 **D Associated Faculty**

35 Standard workload expectations for compensated associated faculty members are
36 70-100% teaching, 0-15% scholarship, and 0-15% service, depending on the terms
37 of their individual appointments.
38

39 Faculty members with tenure-track titles and appointments <50% FTE will have
40 reduced expectations based on their appointment level.
41

42 Expectations for compensated visiting faculty members will be based on the terms
43 of their appointment and are comparable to that of tenure-track faculty members
44 except that service is not required.
45

1 **Guidelines for Determining Associated Faculty FTE Exceptions to Faculty**
2 **Appointments Policy**

3 There are instances where the workload associated with a course is greater (or
4 less) than the university-wide ratio of one 3-credit course to 0.25 FTE. In such
5 cases, the college should request approval for an FTE adjustment for an
6 associated faculty member.

7
8 At other times there may be unique circumstances surrounding the specific
9 instance the course is offered that increase the workload. In these cases, the
10 college should request approval for additional compensation for the faculty
11 member teaching the course.

12
13 In all cases, units must provide evidence to justify requests to increase or
14 decrease the credit-hour to FTE equivalency beyond the university-wide ratio of
15 one 3-credit course to 0.25 FTE. Every five years, the college will reassess
16 whether or not any changes are warranted.

17
18 **Activities that may warrant additional compensation include the following:**

- 19 • Faculty member assigned a course for the first time.
20 • Faculty member requested to simultaneously significantly revise and teach a
21 course
22 • Faculty member requested to teach a class that is larger than usual

23
24 **Circumstances that may warrant adjusting FTE include the following:**

- 25 • Three hour-credit courses that exceed an average of two additional
26 hours/week; the FTE will be determined by assessing the average
27 hours/week required for the course
28 • 3-credit courses where the faculty member provides the lecture and GTAs
29 provide the recitation
30 • 4-credit courses where the faculty member provides the lecture and GTAs
31 provide the lab supervision and grading
32 • Courses involving individual instruction
33 • Advising, curriculum development, internship oversight may replace course
34 teaching
35 • Online course development
36 • Large enrollment courses

37
38 **X Course Offerings and Teaching Schedule**

39 The schedule of course offerings for the College of Optometry is developed through
40 consensus by the Curriculum Committee, the College Secretary, and the Executive
41 Committee. The teaching schedule is developed by the Executive Committee in
42 consultation with the Curriculum Committee, the College Secretary, the Research
43 and Graduate Studies Committee, and individual faculty members. The dean is
44 ultimately responsible for course offerings and teaching schedules and ensuring that
45 courses needed by students are being offered, that class availability is distributed
46 across the day and week, and that minimum class sizes are maintained as required

1 by Faculty Rule [3335-8-16](#).

3 **XI Allocation of College Resources**

4 The dean is responsible for the fiscal and academic health of the college and for
5 assuring that all resources—fiscal, human, and physical—are allocated in a manner
6 that will optimize achievement of college goals. The dean will allocate resources in
7 support of the mission of the college after consultation with the executive committee;
8 however, final decisions on resource allocation rest with the dean.

9
10 College funds and space resources are allocated by the dean according to individual
11 and programmatic needs. Assuming financial resources are available, it is the policy of
12 the college to provide career development funds annually to tenure-track, clinical, and
13 research faculty members and to associated faculty members $\geq 60\%$ FTE after one
14 year of service. Special requests to fund travel, equipment, or other academic/research
15 pursuits are considered on an individual basis by petitioning the dean. Space is
16 allocated on the merit of the justification of the request, its impact on the total college
17 space pool, and in accordance with the general strategic plan of the college.

18
19 The allocation of salary funds is discussed in the Appointments, Promotion, and
20 Tenure Document.

22 **XII Leaves and Absences**

23 The university's policies and procedures with respect to leaves and absences are set
24 forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of
25 Human Resources [Policies and Forms website](#). In general, there are four types of
26 leaves and absences taken by faculty (in addition to parental leave, which is detailed in
27 the [Parental Care Guidebook](#)).

29 **A Discretionary Absence**

30 Faculty are expected to complete a travel request or an [Application for Leave form](#)
31 well in advance of a planned absence (e.g., to attend a professional meeting or to
32 engage in consulting) to provide time for its consideration and approval and time to
33 assure that instructional and other commitments are covered. Discretionary
34 absence from duty is not a right, and the college retains the authority to disapprove
35 a proposed absence when instruction or other activities would be negatively
36 impacted by the leave. Such an occurrence is most likely when the number of
37 absences in a particular semester or term is substantial. [Rules of the University](#)
38 [Faculty](#) require that the Office of Academic Affairs approve any discretionary
39 absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#))
40 and must be requested on the [Application for Leave form](#).

42 **B Absence for Medical Reasons**

43 When absences for medical reasons are anticipated, faculty members are expected
44 to complete an [Application for Leave form](#) as early as possible. When such
45 absences are unexpected, the faculty member, or someone speaking for the faculty
46 member, should let the dean (associate dean of academic affairs for associated

1 faculty) know promptly so that instructional and other commitments can be
2 managed. Faculty members are always expected to use sick leave for any absence
3 covered by sick leave (personal illness, illness of family members, medical
4 appointments). Sick leave is a benefit to be used—not banked. For additional
5 details see OHR [Policy 6.27](#).

6 7 **C Unpaid Leaves of Absence**

8 The university's policies with respect to unpaid leaves of absence and
9 entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#). The information
10 provided below supplements this policy.

11 12 **D Faculty Professional Leave**

13 Information on faculty professional leaves is presented in the OAA [Policy on Faculty](#)
14 [Professional Leave](#). The information provided below supplements these policies.

15
16 Applications for FPL, which must follow the format determined by the Office of
17 Academic Affairs, must be peer-reviewed in the college.

18
19 The Executive Committee will review all requests for faculty professional leave and
20 make a recommendation to the dean based on the following criteria:

- 21 • Overall quality and impact of the planning activities;
- 22 • Assessment of the planned activities for relevance to the faculty member's
23 future goals;
- 24 • Relevance of the planned activity to the faculty member's continuing to
25 contribute to the college's mission and goals; and
- 26 • The ability of the college to accommodate the leave at the time requested.

27 28 **XIII Supplemental Compensation and Paid External Consulting**

29 Information on faculty supplemental compensation is presented in the OAA [Policy on](#)
30 [Faculty Compensation](#). Information on paid external consulting is presented in the
31 university's [Policy on Outside Activities and Conflicts](#). The information provided below
32 supplements these policies.

33
34 The College of Optometry adheres to these policies in every respect. In particular, this
35 college expects faculty members to carry out the duties associated with their primary
36 appointment with the university at a high level of competence before seeking other
37 income-enhancing opportunities. All activities providing supplemental compensation
38 must be approved by the TIU head regardless of the source of compensation. External
39 consulting must also be approved. Approval will be contingent on the extent to which a
40 faculty member is carrying out regular duties at an acceptable level, the extent to which
41 the extra income activity appears likely to interfere with regular duties, and the
42 academic value of the proposed consulting activity to the college. In addition, it is
43 university policy that faculty may not spend more than one business day per week on
44 supplemental compensated activities and external consulting combined.

1 Faculty with an administrative position (for example, chair, associate/assistant dean,
2 center director) remain subject to the Policy on Outside Activities and Conflits and with
3 appropriate approval, are permitted to engage in paid external work activities.
4 However, faculty members with administrative positions are not permitted to accept
5 compensation/honoraria for services that relate to or are the result of their
6 administrative duties and responsibilities.

7
8 Should a faculty member wish to use a textbook or other material that is authored by
9 the faculty member and the sale of which results in a royalty being paid to him or her,
10 such textbook or material may be required for a course by the faculty member only if
11 (1) the dean or designee have approved the use of the textbook or material for the
12 course taught by the faculty member, or (2) an appropriate committee of the college
13 reviews and approves the use of the textbook or material for use in the course taught
14 by the faculty member.

15
16 Faculty who fail to adhere to the university's policies on these matters, including
17 seeking approval for external consulting, will be subject to disciplinary action.

18 19 **XIV Financial Conflicts of Interest**

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

26
27 Faculty members with external funding or otherwise required by university policy are
28 required to file conflict of interest screening forms annually and more often if
29 prospective new activities pose the possibility of financial conflicts of interest. Faculty
30 who fail to file such forms or to cooperate with university officials in the avoidance or
31 management of potential conflicts will be subject to disciplinary action.

32
33 In addition to financial conflicts of interest, faculty must disclose any conflicts of
34 commitment that arise in relation to consulting or other work done for external entities.
35 Further information about conflicts of commitment is included in section IX above.

36 37 **XV Grievance Procedures**

38 Faculty or staff members who have a grievance with the college should first discuss
39 the matter with their supervisor, who will review the matter as appropriate and either
40 seek resolution or explain why resolution is not possible. This section deals with
41 grievances that have proceeded from the supervisor level to the college level. If the
42 grievance involves the supervisor or the supervisor is not the appropriate contact for
43 some other reason, the faculty or staff member should bring the matter to the
44 attention of the dean. If the grievance involves the dean or the dean is not the
45 appropriate contact for some other reason, the faculty or staff member should bring
46 the matter to the attention of the executive vice president and provost.

1
2 **A Salary Grievances**

3 A faculty or staff member who believes that his or her salary is inappropriately low
4 should discuss the matter with the dean. The faculty or staff member should provide
5 documentation to support the complaint. The Salary Appeals Committee (see
6 section VII-C) handles salary appeals according to procedures outlined in the OAA
7 [Policies and Procedures Handbook](#).

8
9 Staff members who are not satisfied with the outcome of the discussion with the
10 dean and wish to pursue the matter should contact [Employee and Labor Relations](#)
11 in the Office of Human Resources.

12
13 **B Faculty Misconduct**

14 Complaints alleging faculty misconduct or incompetence should follow the
15 procedures set forth in Faculty Rule [3335-5-04](#). The College of Optometry
16 Investigations Committee (see section VII-C) handles cases of faculty misconduct
17 according to procedures outlined in the OAA [Policies and Procedures Handbook](#).

18
19 **C Faculty Promotion and Tenure Appeals**

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

21
22 **D Sexual Misconduct**

23 The university's policy and procedures related to sexual misconduct are set forth in
24 the University's [policy on non-discrimination, harassment, and sexual misconduct](#).

25
26 **E Student Complaints**

27 Normally student complaints about courses, grades, and related matters are
28 brought to the attention of individual faculty members. In receiving such complaints,
29 faculty should treat students with respect regardless of the apparent merit of the
30 complaint and provide a considered response. When students bring complaints
31 about courses and instructors to the dean, the dean will first ascertain whether or
32 not the students require confidentiality. If confidentiality is not required, the dean will
33 investigate the matter as fully and fairly as possible and provide a response to both
34 the students and any affected faculty. If confidentiality is required, the dean will
35 explain that it is not possible to fully investigate a complaint in such circumstances
36 and will advise the student(s) on options to pursue without prejudice as to whether
37 the complaint is valid or not.

38
39 Student Grade Grievances procedures outlined in Faculty Rule [3335-8-23](#) will be
40 followed.

41
42 Student Academic Misconduct procedures outlined in the [College of Optometry's](#)
43 [Student Honor Code](#) and in the [University Code of Student Conduct](#) will be
44 followed.

1 Faculty complaints regarding students must always be handled strictly in
2 accordance with university rules and policies. Faculty should seek the advice and
3 assistance of the dean and others with appropriate knowledge of policies and
4 procedures when problematic situations arise. In particular, evidence of academic
5 misconduct must be brought to the attention of the [Committee on Academic](#)
6 [Misconduct](#) (see Faculty Rule [3335-23-05](#)).

1 **Appendix A: Faculty Workload Policy**

2 Faculty workload is comprised of different proportions of teaching, scholarship, and
3 service, depending on whether the faculty are tenure-track, clinical, research, or
4 associated faculty. To ensure the College of Optometry distributes workload fairly,
5 equitably, and with greater transparency, this document clarifies the distribution of
6 faculty duties, responsibilities, and workload with the following workload principles in
7 mind:

- 8 • **Equitable:** Workload assignments should be fair and balanced across faculty
9 members within the same appointment type and rank.
- 10 • **Appropriate:** Workload assignments should reflect faculty member career stage,
11 competencies, and role expectations consistent with tenure, promotion,
12 reappointment, and annual review guidelines.
- 13 • **Transparent:** Workload guidelines and procedures are voted and approved by
14 faculty and appear in Section IX of the Pattern of Administration. Individual
15 workloads should be discussed annually during the annual review process.
- 16 • **Clear:** Workload guidelines should clearly establish, articulate, and communicate
17 unit workload expectations, metrics, and how faculty workload is determined.
- 18 • **Flexible:** Workload guidelines should allow contributions to evolve by being
19 responsive to the changing needs of faculty member, academic unit, and university.
20 These workload guidelines should also recognize differing levels of effort as
21 appropriate in instructional effort, service effort, community engagement and
22 outreach, scholarship, scholarship, and creative activities.
- 23 • **Accountable:** Workload guidelines ensure that faculty members engage in their
24 workload assignments appropriately and within acceptable performance
25 parameters. Criteria for achievement in each work dimension (teaching,
26 scholarship, and service) are identified in this appendix.
- 27 • **Expansive:** Workload guidelines should recognize faculty members who also are
28 assigned and perform essential administrative roles in addition to the standard roles
29 and expectations for faculty members. These multiple roles should be incorporated
30 into the allocation of duties as part of, not in addition to, their FTE workload.

31
32 The dean has the primary responsibility for assuring each faculty member is assigned
33 duties and responsibilities commensurate with their faculty appointment, and that
34 faculty workload is distributed equitably. Much of the responsibility for faculty
35 assignments is delegated to the associate deans. When establishing assignments, the
36 leadership team must balance the needs of the academic program with the desires and
37 expertise of the faculty member. Some faculty members accept a variety of
38 professional activities that provide opportunities for growth while simultaneously
39 benefitting the college or university, and they should be considered when determining a
40 faculty member's total workload. Occasionally, a faculty member may devote time to
41 personal or professional interests that do not contribute to the college goals; in those
42 cases, the leadership may decline to approve such requests.

43
44 These guidelines do not constitute contractual obligations. Fluctuations in the demands
45 and resources of the college and faculty member may warrant temporary deviations.
46 Faculty with professional commitments outside of Ohio State must disclose and

1 discuss them with the dean in order to ensure that no conflict of commitment exists.
2 Information on conflicts of commitment are presented in the policy on [Outside Activities](#)
3 [and Conflicts](#).

4
5 Responsibilities for teaching, scholarship, and service vary among faculty. For
6 example, newly hired faculty should gradually increase teaching and/or service
7 activities. Substantial extramural research funding may adjust time spent in teaching or
8 service. Service obligations generally increase over the faculty member's career.
9 Administrative duties should adjust expectations for research and/or teaching. These
10 guidelines should be applied as averages over a 2-3 year period and may fluctuate
11 slightly from the guidelines for any specific year, depending on all of these factors.

12 13 **Tenure Track**

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

16 17 *Teaching (40-50%)*

18 Tenure track faculty members are expected to teach in the professional and/or
19 graduate programs. Teaching includes didactic teaching, laboratory instruction,
20 clinical attending, MS or PhD advising, residency advising, MS or PhD committees,
21 residency committees, and continuing education.

22 23 *Scholarship (40-50%)*

24 Tenure track faculty members are expected to lead extramurally funded research
25 programs. They should publish regularly in high quality peer-reviewed journals and
26 present annually at national and/or international scientific meetings. They are also
27 expected to mentor students through the rigors of science, encourage them to
28 present their scientific findings, and publish the results of their discovery. Faculty
29 members are also encouraged to seek appropriate opportunities to obtain patents
30 and engage in other commercial activities stemming from their research.

31 32 *Service (10-20%)*

33 Tenure track faculty members are expected to engage in service to the college,
34 university, profession, and/or community. Service obligations should slowly begin to
35 broaden in scope over time, to help establish a national reputation.

36 37 **Clinical**

38 Clinical faculty members are expected to contribute to the university's mission via
39 teaching, scholarship, and service.

40 41 *Teaching (60-90%)*

42 Clinical faculty members are expected to teach in the professional and/or graduate
43 programs. Teaching includes didactic teaching, laboratory instruction, clinical
44 attending, MS or PhD advising, residency advising, MS or PhD committees,
45 residency committees, and continuing education.

1 *Scholarship (0-20%)*

2 Clinical faculty members may participate in research as independent principal
3 investigators or as co-investigators on another faculty member's grant. Publications
4 may include high-quality peer-reviewed journals, clinical case reports, and book
5 chapters. Scientific presentations and continuing education lectures may be
6 provided at local, state, regional, national, or international meetings. Clinical faculty
7 members are also encouraged to seek appropriate opportunities to obtain patents
8 and engage in other commercial activities stemming from their research.

9
10 *Service (0-20%)*

11 Clinical faculty members are expected to engage in service to the college,
12 university, profession, and/or community. Service obligations should slowly begin to
13 broaden in scope over time, to help establish a national reputation.

14
15 **Research**

16 Research faculty members are expected to contribute primarily to the university's
17 mission via scholarship.

18
19 *Teaching (5-10%)*

20 In accordance with Faculty Rule [3335-7-34](#), research faculty members may, but are
21 not required to, participate in limited educational activities in their area of expertise.
22 However, teaching opportunities for each research faculty member must be
23 approved by a majority vote of the tenure track faculty members. Under no
24 circumstances may a member of the research faculty be continuously engaged over
25 an extended period of time in the same instructional activities as tenure track
26 faculty. However, research faculty members are expected to mentor students in
27 research activities.

28
29 *Scholarship (85-95%)*

30 Research faculty members are expected to lead extramurally funded research
31 programs. They should publish regularly in high quality peer-reviewed journals and
32 present annual at national and/or international scientific meetings. Research faculty
33 members are also encouraged to seek appropriate opportunities to obtain patents
34 and engage in other commercial activities stemming from their research.

35
36 *Service (0-10%)*

37 Research faculty are expected to engage in service to the college, university,
38 profession, and/or community. Service obligations should slowly begin to broaden
39 in scope over time, to help establish a national reputation.

40
41 **Associated**

42 Associated faculty members are expected to contribute primarily to the university's
43 mission via teaching.

44
45 *Teaching (70-100%)*

1 Associated faculty members are expected to teach in the professional program,
2 including didactic teaching, laboratory instruction, clinical attending, and continuing
3 education.

4
5 *Research (0-15%)*

6 There is no expectation for associated faculty members to contribute to scholarship.

7
8 *Service (0-15%)*

9 Associated faculty members may participate in service activities, but there is no
10 minimum expectation of such.