

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

5
6 Approved by the Faculty: 07/16/2021

7
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I Introduction

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

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

II Department Mission and Vision

Mission: To build an academic pathology program recognized as a local, regional, and national leader in high quality diagnostics, research, and education.

Vision: Working as a team, we will leverage state of the art emerging technology and apply new knowledge to meet the needs of our patients while leading and supporting research and educational endeavors.

III Academic Rights and Responsibilities

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

IV Faculty and Voting Rights

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of the Department of Pathology includes tenure-track, clinical, research, and associated faculty with compensated FTEs of at least 50% in the department.

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

The Department of Pathology makes clinical appointments. Clinical faculty titles are Assistant Professor of Clinical Pathology, Associate Professor of Clinical Pathology, and Professor of Clinical Pathology. Clinical faculty may vote on all matters of department governance except tenure-track and research track appointment, promotion and tenure decisions. The College of Medicine does not have a clinical faculty appointment cap. Any clinical faculty member appointed by the unit may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

The Department of Pathology makes research appointments. Research faculty titles are Research Assistant Professor of Pathology, Research Associate Professor of Pathology, and Research Professor of Pathology. Research faculty can comprise no more than 20% of the tenure-track faculty. In all cases, however, the number of research faculty positions must constitute a minority with respect to the number of tenure-track faculty in the unit. Research faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and clinical appointment and promotion

1 decisions. Research faculty may participate in discussions of research faculty matters, including
2 promotion reviews.

3
4 Associated faculty may vote in all matters of department governance except tenure-track appointment,
5 promotion and tenure decisions, and clinical and research appointment and promotion decisions.
6 Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles,
7 practice titles, lecturer titles, and visiting titles.

8
9 Emeritus faculty in the department are invited to participate in discussions on non-personnel matters, but
10 may not participate in personnel matters, including promotion and tenure reviews, and may not vote on
11 any matter.

12
13 Detailed information about the appointment criteria and procedures for the various types of faculty
14 appointments made in this department is provided in the [Appointments, Promotion and Tenure](#)
15 [Document](#).

16 17 **V Organization of Department Services and Staff**

18
19 The Department of Pathology is organized into divisions that include Anatomic Pathology, Clinical
20 Pathology, Molecular Pathology, Pediatric Pathology and Experimental Pathology. Vice chairs are
21 appointed by the Department Chair (except for Pediatric Pathology who will be appointed by the Chief
22 of Pathology and Laboratory Medicine at Nationwide Children's Hospital). The Department Chair
23 reviews the Vice Chairs for reappointment annually. The Chair may replace a Vice Chair at any time if
24 they are not meeting expectations.

25 26 **VI Overview of Department Administration and Decision-Making**

27
28 Policy and program decisions are made in a number of ways: by the department faculty as a whole, by
29 standing or special committees of the department, by the department chair, and by shared governance
30 with input from all of the aforementioned components. The nature and importance of any individual
31 matter determine how it is addressed. Department of Pathology governance proceeds on the general
32 principle that the more important the matter to be decided, the more inclusive participation in decision
33 making needs to be. Open discussions, both formal and informal, constitute the primary means of
34 reaching decisions of central importance.

35 36 **VII Department Administration**

37 38 **A Department Chair**

39
40 The primary responsibilities of the Department Chair are set forth in Faculty Rule [3335-3-35](#). This
41 rule requires the Department Chair to develop, in consultation with the faculty, a Pattern of
42 Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also
43 requires the Department Chair to prepare, in consultation with the faculty, a document setting forth
44 policies and procedures pertinent to appointments, reappointments, promotion and tenure.

45
46 Other responsibilities of the Chair, not specifically noted elsewhere in this Pattern of Administration,
47 are paraphrased and summarized below.

- 48
49 • Have general administrative responsibility for department programs, subject to the approval of
50 the dean of the college, and to conduct the business of the department efficiently. This broad

responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

- Plan with the members of the faculty and the dean of the college a progressive program to encourage research and educational investigations.
- Evaluate and improve instructional and administrative processes on an ongoing basis; promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- Evaluate faculty members annually in accordance with both university and department-established criteria; inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- Recommend, after consultation with the tenured faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and this department's Appointments, Promotion and Tenure Document.
- See that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their rank, and in general to lead in maintaining a high level of morale.
- Assure that all faculty maintain an updated curriculum vitae.
- See that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- Prepare, after consultation with the department leadership, annual budget recommendations for consideration by the dean of the college.
- Facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.
- Provide a schedule of all regular faculty meetings to all faculty members on a calendar year basis.
- Maintain minutes of all faculty meetings and maintain records of all actions covered by the pattern of administration.
- Prepare annual budget recommendations for consideration by the dean of the college.
- Serve, according to the University Hospital Medical Bylaws, as the Chief of Pathology Services.

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

Operational efficiency requires that the Department Chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The Chair will therefore consult with the faculty on appropriate 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

1. Vice Chairs: The Vice Chairs provide regional leadership and have responsibility for the specific departmental divisions.

The duties include:

- Assist the Chair in meeting his/her duties as outlined above.
- Responsibility for the administrative and technical activities of their division.
- Operate the division efficiently and effectively.
- Evaluate and investigate methods to continuously improve the division activities.
- Investigate, plan, and implement methods that contribute to the mission of the department and medical center.
- Share responsibility for the educational programs within the department.
- Align the operations with those of the department and medical center.

2. Chief Administrative Officer: Responsible and accountable for the performance and management of the department's business operations including financial resources, human resources (faculty employment agreements, staffing performance assessment), technical and laboratory resources, department IT initiatives, procurement, contract negotiations, outreach and customer service, and organizational efficiency and effectiveness; serves as the Practice Manager for OSU Pathology Services, LLC and provides administrative oversight of OSU Histology Lab, LLC; reports to the Pathology Department Chair.

3. Finance Manager: Responsible and accountable for the department and OSU Pathology Services, LLC financial management of assets, liabilities, revenues, profitability and cash flow; works at the direction of the Pathology Department Chair to develop and implement the strategic financial plan; sets objectives and identifies financial resources, analyzes data for decision making, tracks variances between actual and budgeted results including reasons for variances; reports to the Chief Administrative Officer.

4. Other Administrative Leaders: There are several other administrative leaders who will work with the Chair and Vice Chairs. These include but are not limited to the Medical and Division Directors, the AP Operations Director and Histology Lab Manager.

C Committees

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

1 The Department of Pathology has standing committees, as outlined below. The Chair, in consultation
2 with the appropriate Vice Chairs or Committee Directors, appoints directors and members to all
3 committees and determines if additional committees are needed. The length of committee
4 appointments is determined by the Chair.

- 5
6 1. Executive Committee – This committee meets weekly and consists of the Chair, Chief
7 Administrative Officer, and Finance Manager. Members consider issues specific to
8 individual branches as well as departmental issues at large.
9
- 10 2. Promotion & Tenure (P&T) Committee – P&T Committee members conduct the promotion
11 and tenure process and make recommendations to the Chair on faculty appointment,
12 reappointment, promotion and tenure activities. It is composed of seven members, both
13 clinical faculty and tenure track who represent OSU/NCH.
14
- 15 3. Residency Clinical Competency Committee – This committee assists the program directors in
16 overseeing the pathology milestones and the progress of the residents. The committee reviews
17 all resident evaluations semi-annually, prepares and assures the reporting of Milestone
18 evaluations of each resident semi-annually to ACGME and advises the program directors
19 regarding resident progress, including promotion, remediation, and dismissal. They will also
20 participate in the recruitment of residents.
21
- 22 4. Residency Program Evaluation Committee – This committee participates in the planning,
23 developing, implementing and evaluating educational activities of the program. They review
24 and make recommendation for revision of competency-based curriculum goals and
25 objectives. The committee addresses areas of non-compliance with ACGME standards and
26 reviews the program annually using evaluations of faculty, residents and others.
27
- 28 5. OSUP Board of Managers – This committee consists of appointed faculty representatives as
29 well as the Chief Administrative Officer to address issues affecting the Faculty Group
30 Practice and the LLC. The Board meets bi-annually.
31
- 32 6. Education Committee – This committee reviews current undergraduate and doctoral
33 educational offerings and is charged with developing and expanding courses. The director is
34 appointed by the Chair in consultation with appropriate Vice Chairs.
35
- 36 7. Compensation Committee – This committee helps to review and revise selected modifications
37 to the Clinical Compensation plan. It consists of faculty from different branches/divisions
38 and of different ranks who work with the Chair and appropriate Vice Chairs and
39 Departmental Finance team.
40

41 **VIII Faculty Meetings**

42
43 The Department of Pathology faculty meetings are conducted monthly. A meeting of the department
44 faculty could also be scheduled on written request of 25% of the faculty. The Chair will make reasonable
45 efforts to have the meeting take place within one week of receipt of the request. The Chair will post
46 minutes of faculty meetings to the Department Website within seven days of the meeting if possible.
47 These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who
48 were present at the meeting covered by the minutes.
49

50 Special policies pertaining to voting on personnel matters are set forth in the Department's Appointments,
51 Promotion and Tenure Document.

For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote.

Either the Chair or 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 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 and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities (See the OAA *Policies and Procedures Handbook*, Volume 1, Chapter 2, Section 1.4.3).

The Department Pathology is committed to the professional development and success of all members of its faculty. Conversely, all members of the faculty are expected to maintain a collegial and professional manner at all times and to follow the standards of professional behavior described by the rules and policies of OSU, OSU College of Medicine, the department, and the division to which the faculty member is assigned.

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

The Department of Pathology recognizes the need for establishing for each faculty member a balance of professional efforts that provides for both the multi-mission needs of the department and the expected personal development. Accordingly, the department supports standards for distribution of professional efforts, and related typical allocations of time and funding responsibilities. The allocation of time and effort for each department faculty member is primarily determined by their assigned APT category, although it remains largely independent of academic rank (e.g. Assistant Professor vs. Professor).

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.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the Chair.

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

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

A Tenure-track Faculty

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

- **Teaching**

All tenure-track faculty are expected to contribute to the department's teaching at the undergraduate and/or graduate level. This is anticipated to include some combination of advising undergraduate and graduate (doctoral or medical) students and supervising independent studies and thesis and dissertation work.

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment.

The 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.

- **Scholarship**

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book

chapters of similar quality and length as articles. Faculty engaged in basic or applied research are expected to attract extramural funding that provides the specified portion of salary support for themselves and covers their students/staff. Faculty members are also expected to seek appropriate opportunities to obtain patents and/or other commercial activities, consistent with their specific area of expertise, stemming from their research. Details about expected productivity can be found in the Appointments, Promotion, and Tenure Document.

- **Service**

Faculty members are expected to be engaged in service and outreach to the department, university, profession, and community. Typically, this will include service on committees within the department and outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university). All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other department events.

Details about service expectations can be found in the [Appointments, Promotion, and Tenure Document](#).

B Clinical Faculty

The Department of Pathology uses the title Clinical faculty. These appointments exist for faculty members who focus principally on the clinical and education needs for the Department of Pathology. Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track. Specific criteria are defined in the departments [Appointments, Promotion, and Tenure Document](#).

C Research Faculty

Research faculty members are expected to contribute to the university's mission via research.

In accord with Faculty Rule [3335-7-34](#),

A research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the department's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

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.

D Associated Faculty

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

Associated faculty do not vote on departmental governance issues nor on tenure-track appointment, promotion, and tenure decisions and clinical and research faculty appointment and promotion decisions.

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

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

The standard teaching assignment for full-time lecturers is eight courses per academic year.

E Parental Modification of Duties

The Department of Pathology 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 parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the OHR [Parental Care Guidebook](#) and the [college pattern of administration](#) for details.

The faculty member requesting the modification of duties for childbirth/adoption 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 and Teaching Schedule

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](#) 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.

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

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

The allocation of office space will include considerations such as achieving proximity of faculty in sub-disciplines and productivity and grouping staff functions to maximize efficiency when possible.

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

Academic enrichment funds will be made available to all tenure, clinical, and research faculty to support professional activities.

XII Leaves and Absences

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

A Discretionary Absence

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

B Absence for Medical Reasons

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

C Unpaid Leaves of Absence

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

D Faculty Professional Leave

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

1 The Chair, in consultation with the Vice Chair(s) when appropriate, will review all requests for
2 faculty professional leave and make a recommendation to the College of Medicine leadership.

3
4 The Chair's recommendation to the dean regarding an FPL proposal will be based on the quality of
5 the proposal and its potential benefit to the department and to the faculty member as well as the
6 ability of the department to accommodate the leave at the time requested.

7 8 **E Parental Leave**

9
10 The university, the college, and this department recognize the importance of parental leave to faculty
11 members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off Program [Policy](#)
12 [6.27](#), and the [Family and Medical Leave Policy 6.05](#).

13 14 **XIII Supplemental Compensation and Paid External Consulting**

15
16 Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty](#)
17 [Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty](#)
18 [Paid External Consulting](#). The information provided below supplements these policies.

19
20 The department adheres to these policies in every respect. In particular, this department expects faculty
21 members to carry out the duties associated with their primary appointment with the university at a high
22 level of competence before seeking other income-enhancing opportunities. All activities providing
23 supplemental compensation must be approved by the Department Chair regardless of the source of
24 compensation. External consulting must also be approved. Approval will be contingent on the extent to
25 which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra
26 income activity appears likely to interfere with regular duties, and the academic value of the proposed
27 consulting activity to the department. In addition, it is university policy that faculty may not spend more
28 than one business day per week on supplementally-compensated activities and external consulting
29 combined.

30
31 Faculty who fail to adhere to the university's policies on these matters, including seeking approval for
32 external consulting, will be subject to disciplinary action.

33
34 Faculty with an administrative position (for example, Chair, Associate/Assistant Dean, Center Director)
35 remain subject to the Policy on Faculty Paid External Consulting and with appropriate approval, are
36 permitted to engage in paid external work activities. However, faculty members with administrative
37 positions are not permitted to accept compensation/honoraria for services that relate to or are the result of
38 their administrative duties and responsibilities.

39
40 Should a department faculty member wish to use a textbook or other material that is authored by the
41 faculty member and the sale of which results in a royalty being paid to him or her, such textbook or
42 material may be required for a course by the faculty member only if (1) the faculty member's Department
43 Chair and Dean or designee have approved the use of the textbook or material for the course taught by the
44 faculty member, or (2) an appropriate committee of the department or college reviews and approves the
45 use of the textbook or material for use in the course taught by the faculty member.

46 47 **XIV Financial Conflicts of Interest**

48
49 Information on faculty financial conflicts of interest is presented in the university's [Policy on Faculty](#)
50 [Financial Conflict of Interest](#). A conflict of interest exists if financial interests or other opportunities for
51 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 Chair who will review the
17 matter as appropriate and either seek resolution or explain why resolution is not possible. Content below
18 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 or her salary is inappropriately low should discuss the
23 matter with the Chair. The faculty or staff member should provide documentation to support the
24 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 a more formal salary appeal (see the Office of
28 Academic Affairs [Policies and Procedures Handbook](#)).

29
30 Staff members who are not satisfied with the outcome of the discussion with the Chair and wish to
31 pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

32 33 **B Faculty Misconduct**

34
35 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in
36 Faculty Rule [3335-5-04](#).

37 38 **C Faculty Promotion and Tenure Appeals**

39
40 Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).

41 42 **D Harassment, Discrimination, and Sexual Misconduct**

43
44 The [Civil Rights Compliance Office](#) exists to help the Ohio State community prevent and respond to
45 all forms of harassment, discrimination, and sexual misconduct.

- 46
47 1 Ohio State's policy and procedures related to equal employment opportunity are set forth in
48 the university's policy on [equal employment opportunity](#).
49

- 2 Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's [policy on nondiscrimination, harassment, and sexual misconduct](#).

E Violation of Laws, Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).

F Complaints by and about Students

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Department Chair, the Chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the 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 within the committee's jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the Vice Dean of Education who will involve the Committee on Academic misconduct, if appropriate, or will otherwise follow the department's procedures for addressing violations of the [professional student honor code](#).