

**Pattern of Administration
for
The Ohio State University
Department of Political Science**

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I. Introduction

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

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

II. Department Mission

The mission of the Department of Political Science is to achieve excellence in scholarly research, teaching, and service commensurate with its standing as one of the nation's leading departments of political science and with its goal of maintaining and continually improving its quality. Research is the cornerstone of its mission, inspiring its teaching and service. Excellence in research means attainment of national and international recognition, as evidenced by comparative rankings, external funding, awards, and honors in research in political science and related areas. Excellence in teaching means providing its undergraduate and graduate students the opportunity to realize their full capabilities for learning in political science, including offering the most capable and motivated students an enhanced learning experience. Excellence in service means making available a high level of professional expertise and experience to the public, including the University, Columbus community, state of Ohio, the nation, and internationally, as well as the profession.

The department embraces and seeks to implement the university's [shared values](#) initiative. We are committed to academic freedom, to ensuring responsible research practices, to building diverse and inclusive cultures, to fostering an ethic of care and mutual respect, and to promoting justice.

III. Academic Rights and Responsibilities

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

IV. Faculty

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 include tenure-track and teaching faculty on the Columbus and regional campuses with compensated FTEs of at least 50% in the Department. Tenured or tenure-track faculty will be eligible to vote on hiring, promotion and tenure, and other decisions if either their tenure home is in the Department or if there is an approved MOU granting them governance rights as part of a split or joint appointment. Teaching faculty may vote in all matters of departmental governance except tenure-track faculty promotion and tenure decisions. Teaching faculty may vote on teaching faculty matters, including appointment, reappointment, and promotion reviews.

This Department's appointment cap on teaching faculty in relation to the total of tenure-track, clinical/teaching/professional practice and research faculty is established in the [college pattern of administration](#).

The Department also may make a variety of associated and courtesy appointments to recognize specific programmatic contributions and relationships and to cover specific teaching needs. Associated, courtesy, and emeritus faculty do not hold decision-making rights in the Department.

Tenured faculty with full-time administrative appointments elsewhere in the University--excluding the Dean of the College of Arts and Sciences and the Divisional Dean of Social and Behavioral Sciences, the executive vice president and provost, and the president--retain their eligibility to vote on hiring, promotion, and tenure decisions.

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

V. Organization of Department Services and Staff

Office Staff. Support staff include a Department Manager, an Undergraduate Coordinating Advisor, an Internship Coordinator, an Academic Program Coordinator to support the graduate and undergraduate programs, and an Office Administrative Associate to provide administrative support to the chair and to support business operations. Technology support is provided through the College of Arts and Sciences

Technology Services, with a dedicated representative located in the Department. The Department also has a 100% Undergraduate Academic Advisor provided by the College of Arts and Sciences and hires student assistants to perform support roles as needed.

VI. Overview of Department Administration and Decision-Making

The guidelines of the Department are stipulated in this Pattern of Administration in accordance with Faculty Rule [3335-3-35](#). The Department proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Policy and program decisions can be made in a variety of locations: by the Department as a whole, by standing or special committees of the Department, by the faculty members in the basic academic fields recognized by the Department, or by the Chair. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance. Where votes are taken, majority rule will apply unless otherwise stipulated, or the Chair will explain the departure from this rule and give faculty the opportunity to comment on it. The nature and importance of any individual matter requiring decision suggest the procedural path it will take. Matters of the most general importance typically are dealt with first in a committee and then are considered in a full Department meeting. Matters of lesser importance or of a more specific nature may be decided by the committees themselves, by the field groups, or by the Chair. It is the Chair's responsibility to maintain records of these policy and program decisions.

On specific matters, students and staff may be involved in decisions in an important way, but it is the faculty, as specified above, or the Chair who make the final decisions.

VII. Department Administration

A. The Chair

The Chair is a member of the Department appointed by the Dean as the executive officer of the Department, normally for a four-year term though a shorter appointment period may occasionally be specified in special circumstances. Reappointment is possible. In the case of a vacancy, the Divisional Dean of Social and Behavioral Sciences is responsible for organizing the search process. Any such appointment or reappointment process provides for wide consultation with and deliberation within the Department. When reappointment of any incumbent Chair is being considered, the Divisional Dean consults widely with members of the Department about the wisdom of retaining the incumbent if he/she is willing to continue.

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

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

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative procedures on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluations by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accord with university-, college-, and department-established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend, after consultation with the eligible 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 [3335-7](#) and this department's Appointments, Promotion and Tenure document.
- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.

- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
- To facilitate and participate in prescribed academic program review processes, in collaboration with the dean of the college and the Office of Academic Affairs.

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

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when the faculty members participate in discussing and deciding matters of importance. The chair will therefore consult with the faculty on academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B. Committees and Coordinators

The principal work of the Department is done through its standing and ad hoc committees and program coordinators. The Chair of the Department appoints the members of all committees and all coordinators. Each member of the tenure-track faculty who is not on leave is assigned to at least one committee, with associate professors and professors generally given heavier duties than assistant professors. Teaching faculty, as appropriate to their rank and responsibilities as indicated in their hiring contract (see section IX of this document, will also be invited to serve on appropriate departmental committees as well. Appointments are normally made prior to the start of the academic year. Appointments to committees are for one year, although the chair can renew the committee assignment in consecutive years. The department chair is an ex-officio member of all department committees, non-voting on the Committee of the Eligible Faculty.

The Department has three committees with very broad jurisdictions.

The Graduate Studies Committee oversees graduate policies and procedures, student programs, and selects students for departmental, university, and professional awards. It is chaired by the Director of Graduate Studies and has at least four additional faculty members. Five graduate student representatives sit as full members of this committee on all matters except those involving reviews of individual students and graduate student awards. Graduate Student members of the GSC may not vote on matters pertaining to degree requirements, departmental and subfield curricular requirements, and the structure and content of qualifying exams.

The Undergraduate Studies Committee oversees the B.A. and B.S. programs and the undergraduate curriculum. It is chaired by the Director of Undergraduate Studies and has at least four faculty members from the Columbus campus and at least one faculty member from a regional campus. In addition, the Undergraduate Studies Committee includes one PhD student with TA experience and one undergraduate student. At least one of the department's staff advisors for undergraduates also sits on this committee. Student and staff members of the UGSC may not vote on matters pertaining to degree requirements, departmental and subfield major and minor requirements, or the structure and content of courses required for majors and minors.

The Executive Committee advises the Chair on departmental policy and administration. Its membership includes the field coordinators from American Politics, Comparative Politics, International Politics, Political Methodology, and Political Theory, as well as the Directors of Graduate Studies and Undergraduate Studies. The chair presides over and can add additional faculty members to the Executive Committee if the chair foresees a need for their expertise in the upcoming year.

The other standing committees have more specific functions:

The Admissions Committee recommends to the Chair new graduate students for admission to the program and departmental funding; it also recommends nominees for Graduate School fellowships. It is chaired by the Director of Graduate Studies and includes at least four additional faculty members.

The Financial Aid Committee recommends to the Chair continuing students for departmental funding. The chair of the department chairs this committee and it includes four additional faculty members representing different subfields.

The Awards Committee recommends faculty for collegiate and University awards and national and international professional awards. It includes four tenured faculty members.

The Annual Review Committee evaluates faculty members' contributions to research, teaching, and service, based on their annual reports and their vitae, for input to the Department's salary increase recommendations. It provides input to the chair and is comprised of at least four tenured faculty members.

The chairs of all standing and ad-hoc committees are appointed by the chair of the department.

Details on the Committee of Eligible Faculty are available in the department's Appointments, Promotion, and Tenure document. The committee is comprised of all faculty of appropriate rank and tenure status. The Chair of the Department serves as the non-voting chair of the Committee of the Eligible Faculty.

The Chair appoints coordinators for departmental programs who have such substantial administrative duties for which they may receive extra compensation and/or reduced teaching responsibilities.

The Director of Graduate Studies (DGS) is a tenure-track faculty member who coordinates the graduate program and is responsible for performing the executive duties required of the chair of the Graduate Studies Committee by the Graduate School. He/she also normally chairs the Admissions Committee and serves as the coordinator for the recruitment of new graduate students and the nomination of incumbent students for Graduate School grants and fellowships.

The Director of Undergraduate Studies (DUGS) is a tenure-track faculty member who coordinates the undergraduate program. He/she chairs the Undergraduate Studies Committee; coordinates the BA and BS degree programs; represents the department in College-wide curricular matters; advises the chair on requests for course concurrence; deals with grade complaints and manages the process of selecting students for funded study abroad programs and other awards; designs and organizes the department's strategy for assessing its courses and manages the generation, analysis, and utilization of the data collected in these processes; represents the department on the Honors Advising Committee; and promotes individual student research among all majors and others.

The chair may appoint additional compensated administrative coordinators or alter the duties and compensation of the positions named above as conditions warrant. Other coordinators may be appointed, typically without administrative compensation or workload adjustments, to handle such functions as library relations.

C. Academic Field Groups and Field Coordinators

The Department has five principal subfield groups: American politics; comparative politics; international relations; political theory; and political methodology. The Chair appoints a Field Coordinator for each group, who is responsible for calling meetings on matters of special concern to the subfield; maintaining liaison for the field with the Chair and departmental committees; and coordinating field recommendations on course scheduling, curriculum, and graduate student programs of study. The fields are used for administrative convenience and are not meant to rigidify the curriculum, faculty interests, student options, or any other facet of departmental life.

VIII. Faculty Meetings

Beginning with a meeting during the first week of the autumn semester at least one Department meeting is held each semester during the academic year. Additional Department meetings may be called by the Chair at her/his discretion or at the request of a majority of the faculty. The Chair is responsible for informing faculty of all departmentwide meetings and letting them know what the purpose of the meetings will be, what issues will be discussed, and decisions possibly taken. When decisions are taken at department-wide meeting and in meetings of the executive committee that affect the hiring of faculty or staff, the requirements or structure of the degree programs, or the policies affecting the business operation of the department, the department chair circulates minutes informing all faculty members of the discussion and decisions. Special guidelines pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion, and Tenure document. A majority of the faculty on duty in the semester of the meeting is required for a quorum and, unless otherwise specified, a majority vote is required to approve those matters on which a vote is taken. In meetings that do not pertain to Appointments, Promotion, and Tenure in which decisions are taken, the chair or a faculty or staff member will report in minutes of the meeting the decision taken and rationale. 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 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 departmental 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. Nevertheless, the chair may invoke Robert's Rules of Order when more formality is needed to serve these goals.

IX. Distribution of Faculty Duties and Responsibilities

Each tenure-track faculty member in the Department of Political Science is expected to perform over the full range of instructional, research, and service responsibilities. While all tenure-track faculty are expected to share advising and departmental service responsibilities proportionate to their FTE appointment in the Department and to be actively involved in scholarly research, formal course assignments may vary to reflect different levels of research and service activity.

The primary responsibility of teaching faculty is teaching in the undergraduate program. In addition, responsibilities could include course development, advising of undergraduate theses and research, and/or advising relevant student organizations, etc., as specified in a hiring letter that documents distribution of effort. In addition, service to the department, university, and/or community are expected in the proportion outlined in the hiring contract. Service can include (but is not limited to) participation in undergraduate research fora; participation in professional development in teaching and learning; service on relevant departmental or university committees; etc. Research activity or the pursuit of extramural funding is not a requirement for teaching faculty. Research output, professional development, scholarship in teaching and learning, and extramural funding can, however, be considered as positive contributions for review, retention, and promotion purposes. Service is required insofar as it is specified in the hiring contract, but service above this specified level can similarly be considered for review, retention, and promotion purposes.

The university's policy with respect to faculty duties and responsibilities is set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#), Chapter 2, Section 1.4.3. The information provided here supplements these policies.

During on-duty semesters and terms, faculty members are expected to be available for interaction with students, service responsibilities, and other responsibilities even if they have no formal course assignment that semester or term. Faculty members when on-duty are expected to post and be present for at least one walk-in office hour per week and be available at other times by appointment. On duty-faculty members should not be away from campus for extended periods of time unless on an approved Special

Assignment or with the approval of the chair, divisional dean, and executive vice president and provost for other approved purposes.

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

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty members 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 university's [Policy on Outside Activities and Conflicts](#).

A. Instruction: Tenure-Track Faculty

The university's policy with respect to faculty teaching load is set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#), Chapter 2, Section 1.4.3.1.1. The information provided below supplements these policies.

All departmental faculty members are required to teach courses and advise students, as well as to supervise independent study and thesis work. They must also serve on examination committees for both undergraduate and graduate students as their expertise and judgment about the project warrant. Responsible and effective performance of these instructional duties is expected across all regular semesters of the academic year.

The standard course assignment for departmental faculty on the Columbus campus at 100% FTE is three courses of classroom teaching in the departmental curriculum per academic year. For faculty members who hold an endowed professorship or endowed chair that entails reduced teaching, the associated letter of offer specifies the course assignment. Faculty members with enhanced instructional assignments normally teach more than three courses. Formal course assignments typically will involve at least one undergraduate general education or introductory "service" course and, normally and with some exceptions (e.g., graduate "service" courses), no more than one graduate seminar every other year. Faculty members also are expected to fulfill their share of responsibilities for advising undergraduate majors, training graduate students, sponsoring independent study courses, and supervising honors and graduate theses. Faculty with no involvement in graduate student training normally will have a higher course assignment.

Faculty with less than 100% FTE appointments can expect a reduction in their instructional assignment to make it proportionate to their departmental FTE. Their teaching responsibilities, however, normally cannot be fulfilled entirely by courses at the graduate level. Nor can courses taught outside of the departmental curriculum be counted as a part of their teaching assignment except by prior approval of the Chair. Faculty on professional leaves of absence will not receive instructional assignments, although they are expected to arrange to cover their continuing thesis supervision responsibilities.

Departmental policy permits variations in the formal course assignment for 100% FTE faculty from a minimum of two to a maximum of six classroom courses per year, excluding courses bought off by external funding and Special Assignments (SAs), depending upon faculty research productivity and/or service duties as follows:

1. Enhanced Instructional Assignments. Faculty who are not actively pursuing a research program or who have minimal professional publications in recent years, or who are not contributing to department and/or university service, may be given an additional instructional assignment of up to six courses over the academic year, at the discretion of the Chair; or they can request such an assignment through a memo to the chair. A relatively higher weight will be attached to instructional performance in merit evaluations for faculty on enhanced instructional assignments.
2. Enhanced Service Assignments. Reductions in standard instructional assignments of one course per year may be provided by the Chair to those who assume major departmental administrative responsibilities (e.g., Director of Graduate Studies) or who have extraordinary professional service obligations (e.g., program chairs for professional meetings).
3. Start-up Assignments. In response to market conditions and in consideration of the high “start-up” costs often associated with beginning a professional career, the Chair may offer new faculty a reduced formal course assignment. This reduced teaching assignment is negotiated between the Chair and the faculty member at the time of their recruitment and must be approved by the divisional dean.

The department chair is responsible for making teaching assignments on an annual basis in consultation with the divisional dean 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 and the college.

B. Research: Tenure-Track Faculty

Departmental faculty members are expected to maintain an active research program primarily dedicated to the production of new knowledge and leading to the publication of books, articles in refereed journals, book chapters, and the presentation of papers at professional meetings (Specific expectations are stipulated in the department's Appointments, Promotion and Tenure document.)

Faculty members also are expected to seek external funding in support of their research. Grants and contracts channeled through the Office of Sponsored Programs and administered by the Department (alone or jointly with another unit) will be accorded the greatest recognition in evaluating faculty research productivity. Other grants and contracts and fellowships will be credited inasmuch as they enhance the research activity of faculty. Grants administered exclusively through other units of the University normally will be recognized there rather than in departmental evaluations, although some credit may be given if they have a demonstrable impact on departmental instructional, research, or service activity. Normally, faculty members with appointments in the Department are expected to channel their grants through the Department. With the formal permission of the Chair, as recorded on the grant transmittal form (PA005), faculty can divide their grant between the Department and another unit or units in proportion to the amount of support effort provided by the units, the proportion of the faculty member's salary paid by that unit, and each unit's historical support for the faculty member.

C. Service: Tenure-Track Faculty

Faculty members are expected to participate in departmental and university governance as is appropriate to faculty rank, except when on professional leave of absence, and in professional service activities.

All faculty members should contribute to departmental governance through service on standing committees and fulfillment of additional responsibilities assigned by the Chair. Each faculty member will be assigned to at least one departmental standing committee, but service responsibilities will fall disproportionately upon tenured faculty and every attempt will be made to limit service demands upon untenured faculty. Extraordinary contributions in departmental and University service may be taken into account in faculty merit evaluations and, where they involve substantial administrative duties, by enhanced service assignments.

Faculty members also are expected, when called upon, as is appropriate and in consultation with the Chair, to play active roles in College and University governance; to contribute to the profession through participation in its organizational activities and reviewing and editorial work; and to provide their professional expertise to the extrauniversity community, including but not limited to professional advice and consultation with government at all levels. Extraordinary service contributions in these areas, where they involve applications of professional knowledge or university and professional leadership, may be reflected in faculty merit evaluations and, in rare cases, in enhanced service assignments as a part of the normal faculty workload.

D. Teaching Faculty

The Department of Political Science appoints teaching faculty. These appointments exist for faculty members who focus principally on the education needs for the Department. The standard workload expectations for full-time teaching faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Teaching faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship.

E. Parental Modification of Duties

The university provides a number of benefits to its faculty who are new parents, including exclusion of time from the probationary period to reflect the caregiving responsibilities associated with the birth or adoption of a child and setting aside pre-tax dollars for child care expenses in a flexible spending account. The [Paid Time Off Policy](#) allows for a specified period of paid leave for faculty following the birth or adoption of a child. The college's guidelines on parental modification of duties can be found in the College's [Pattern of Administration](#). See also the Office of Human Resources' [Parental Care Guidebook](#).

A faculty member requesting a modification of duties and the department chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean. A faculty member who is relieved of teaching duties for a semester under the modified duties process cannot be required to make up the teaching at a later time.

F. Special Assignments

Information on special assignments is presented in the Office of Academic Affairs [Special Assignment Policy](#). Requests for special assignments will be subject to rigorous review at the department level. These requests come to the chair who then has two members of the Eligible Faculty review them and advise the chair on their value. The chair then makes a recommendation to the divisional dean based on the advice received from the peer review, the chair's assessment of the proposal's quality, its potential benefit to the department, its potential benefit to the faculty member, and the department's ability to accommodate the faculty member's special assignment at the time requested.

G. Disclaimer

The above Faculty Duties Guidelines apply only to faculty on the Columbus campus; regional campus faculty members are covered by workload guidelines for their campuses. The guidelines do not constitute a contractual obligation. Fluctuations in demands and resources in the Department or College and the individual circumstances of faculty members may warrant temporary deviations from the policy.

H. Associated Faculty

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

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

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

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

X. Course Offerings and Teaching Schedules

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. However, the dean and divisional deans are ultimately responsible for approving course offerings and teaching schedules.

The Chair and Undergraduate Coordinating Advisor collect specific-course teaching preferences from individual faculty members mid-way in the Autumn Semester for the following year. Field Coordinators are responsible for adjusting these preferences so that each subfield proposal represents a coherent and responsible contribution to the department's undergraduate program. Efforts will be made to accommodate the individual preferences of faculty to the extent this is consistent with student needs and classroom availability. The Field Coordinators can make suggestions to the Chair regarding the offering of graduate seminars but the Chair in consultation with the Director of Graduate Studies will create the teaching schedule for graduate seminars. The aim will be to have a department-wide offering that will allow students to plan and the department to coordinate offerings across subfields.

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 or summer term. The Chair of the Department, with the approval of the dean and divisional deans, is responsible for final decisions about teaching schedules and for making sure that departmental teaching needs are met in each semester and summer term. Once the teaching schedules have been submitted to the University Registrar, individual courses can be changed only with written consent of the chair.

XI. Allocation of Department Resources

The chair is responsible for the fiscal and academic health of the department and for assuring that all resources--fiscal, human, and physical--are allocated to achieve departmental goals.

The chair will discuss the department budget at least once annually with the faculty and attempt to achieve consensus on the use of funds across general categories; 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 on a similar basis.

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

XII. Leaves and Absences

The University's policies and procedures on 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 an electronic [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 commitments. Such an occurrence is most likely when the number of absences in a particular semester or on-duty summer term is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence of ten or more 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 [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 in OHR [Policy 6.45](#).

D. Faculty Professional Leave ("sabbaticals")

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

Requests for faculty professional leave will be subject to rigorous review at the department level. These requests come to the chair who then has two members of the annual review committee review them and advise the chair on their value. The chair then recommends the request to the divisional dean depending on the advice received from the peer review and the chair's assessment of the proposal's quality, its potential benefit to the department, and its potential benefit to the faculty member. In addition, the chair takes into account the department's ability to accommodate the faculty professional leave at the time requested.

XIII. Supplemental Compensation and Paid External Consulting Activity

The University's policy with respect to supplemental compensation is set forth in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Outside Activities and Conflicts](#). The information provided below supplements these policies.

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

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

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

Faculty who wish to use their own authored book(s) in a course they teach and the sale of which results in a royalty are subject to review by the Graduate Studies Committee and/or Undergraduate Studies Committee, depending on the level of the course. This review is meant to determine appropriateness of the book for the course, and the Committee will make a recommendation to the Department Chair.

XIV. Financial Conflicts of Interest

The university's policy with respect to financial conflicts of interest is set forth in the university's [Policy on Outside Activities and Conflicts](#). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member of administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting, or reporting research.

Faculty members are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

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

XV. Grievance Procedures

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

A. Salary Grievances

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal, in accord with the College Pattern of Administration.

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

B. Faculty Misconduct

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

C. Faculty Promotion and Tenure Appeals

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

D. Sexual Misconduct, Sexual Harassment, and Relationship Violence

The university's policy and procedures related to sexual misconduct, sexual harassment, and relationship violence are set forth in the university's [policy on nondiscrimination, harassment, and sexual misconduct](#).

E. Student Complaints

Normally student complaints about courses, grades, and related material 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 refer the complaint to the Director of Undergraduate Studies, who will investigate the matter as fully and fairly as possible and provide a response to both the student and any affected faculty. If the complaint is directed at the Director of Undergraduate Studies, then the chair will refer it to the Director of Graduate Studies. If confidentiality is required, the chair will explain that it is not possible to investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

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

The Code of Student Conduct can be found [here](#).

Appendix A: Assignment of Graduate Associates

Normally by the end of May, based on the recommendations of the Admissions and Financial Aid Committee, the Department makes its initial offers of Graduate Associateships for the following academic year. As funds become available, additional offers may be made. The procedures for choosing which students will be given these appointments as departmentally funded Graduate Associates are spelled out in the Department's *Graduate Handbook*.

Once the Department has created its pool of Graduate Associates for the academic year, students who have been appointed are asked about their skills and preferences related to their assignments for the following year. Faculty needs for assistance and preferences for specific student assistants are, likewise, solicited. Assignments are made by the Chair, with the advice of the Director of Graduate Studies, the Graduate Program Coordinator, and the Undergraduate Advising Coordinator, based on the needs of the Department, the requests of the faculty, and the interests of the graduate associates. Advice on assignments may also be solicited from appropriate faculty and groups of faculty, especially the Field Coordinators.

Graduate Associates assigned to teach their own courses, serve as PRISM fellows and Methods TAs, and as interns to professional journals are chosen first. Some students may be assigned as Research Associates to individual faculty members as part of their faculty start-up package or as cost sharing for external grants. The rest are assigned to individual faculty to serve as graders/discussion leaders/research assistants on a semester-by-semester basis. Teaching support assignments are determined principally on the basis of course enrollments with teaching support as the highest priority. A priority is given to faculty teaching in the Department that semester in the assignment of GRAs for research support. All individual assignments are made in relation to the total needs of the Department.

Faculty members requesting assistance in their teaching or research should make their requests in writing to the Chair at least two months before the semester begins. The request should include a brief discussion of the work to be given the student and an indication of special requirements, such as statistical, computer, language, or substantive skills.

Graduate students may be hired by the Chair during the Summer Term to fulfill specific departmental needs. Students who have passed their general examinations are eligible to be appointed as Graduate Teaching Associates to teach their own course--if qualified to teach and financial resources are available. Other appointments are made, on a

limited basis and resources permitting, to provide research assistance or serve as journal interns.

Graduate Associates are evaluated in the performance of their duties by faculty with supervisory responsibility. These evaluations are used by the Financial Aid Committee in arriving at rankings for future aid. Continued funding for Graduate Associates is not a matter of right, but must be merited on the basis of performance both as a student and as a Graduate Associate. Naturally, the total money available also constrains the number of appointments that can be made.

Faculty members with outside research support can employ Graduate Research Associates on terms to which they and the Associates agree. Timely notice to the Chair of who is being appointed for what period of time is essential for departmental planning purposes. Graduate Associates who accept a departmental appointment should not be put in the position of breaking their written agreement with the Department. Late withdrawals by Graduate Associates are also disruptive to the Department's pattern of task assignment.

Appendix B: Support for Faculty Research and Professional Activity

The Department expects faculty to pursue an active research agenda as part of their normal load. It fosters and rewards success in these pursuits in a number of ways.

A. Departmental Cost-Sharing of GRA Appointments on External Grants

Departmental funds are available, under the following conditions; to match GRA appointments (stipend + benefits + fees) made with faculty grant funds from sources external to the Department (e.g., Mershon, UISP, NSF). The conditions are that the departmental match applies only to GRA appointments made using grant funds: (1) during the academic year, (2) for graduate students already designated for departmental funding, and (3) at the stipend rate the Department would pay that GRA. The departmental match cannot be used for summer appointments; and the faculty grant must include stipend, benefits, and fees, all of which the Department will match. Continuation of this policy is subject to the availability of Department GRAs and funds.

When departmental faculty apply for external grants (i.e., those funded outside of OSU), they must get the Chair's approval for any departmental cost-sharing before the grant is submitted and, in any event, must have the Chair's signature on the University form approving the submission. When faculty apply for grants funded by some other OSU unit (e.g., Mershon), prior approval by the Chair is often not necessary, but they should inform the Chair of any cost-sharing or matching that may be requested from the Department if the grant is funded. In any case, a copy of the grant proposal should be provided to the Chair or Fiscal Officer. Once faculty are ready to proceed with the grant-funded research, they should inform the Chair of the desired appointment(s) from grant funds and of the matching GRA(s) being requested.

GRA assignments under this policy will be made through the normal departmental process. The choice of a matching GRA is at the discretion of the Chair, who will try to respond to faculty preferences for particular GRAs. However, please note that senior graduate students, who are eligible to teach for the Department, cannot normally be assigned as GRAs. Once assigned, GRAs will be provided with a memo that describes the terms and duties of their appointments--for both the grant and the departmental matching assignment.

B. Release Time and Grants

The College of Arts and Sciences has a uniform schedule (See the college guidelines on [course release rates here](#).) outlining the costs of buying a course off. The Department

abides by that schedule. Consequently, the most straightforward way to obtain a course release to work on a sponsored research project is to include the costs necessary to buy the course in the grant, either as an explicit line in the grant or in summer pay sufficient to cover the Arts and Sciences buy-out rates listed below.

Dept. Course Load	1 st Course Buy-out	2 nd Course Buy-out	3 rd Course Buy-out
3	15% salary & benefits	25% salary & benefits	

C. Professional Spending Account

Some faculty members are eligible for a Professional Spending Account (PSA) to defray their professional travel and other legitimate professional expenses. The chair determines each year how much can be provided to the standard PSA each year. It currently is \$2,500.

Eligibility. Eligibility for a PSA varies with the faculty member's percentage of appointment in the Department and access to other funds to cover professional expenses. Faculty members with 100% appointments in the Department are eligible for the full amount. Faculty members with partial appointments are eligible for \$2,500 X their FTE (i.e., proportion of faculty appointment in the Department) if their other unit provides any support for professional expenses, especially travel. Faculty who already have accounts, either within the department or from some other OSU source, to support their professional expenses (especially travel) normally are not eligible for a PSA, but they are welcome to make the case in their application for why they should have a departmental PSA. Full-time departmental faculty with research accounts from letters of offer are eligible for a PSA, as long as the terms for the research accounts do not stipulate that professional travel is to be covered from them. Any questions about eligibility should be raised either in the application memo or with the Chair directly.

Augmenting PSA with Grant revenues: To incentivize the seeking of grants the department allocates to a faculty member's PSA:

- 1) A portion of the funds the PI pays for release time from teaching that are returned to the department in excess of those needed to hire a replacement teacher (the percentage is determined by the chair in consultation with the Department Manager).
- 2) A portion of the indirect funds a grant generates for the department. The chair in consultation with the Department Manager determines each year

what percent of the total IDCs can be returned to the faculty members that generated them. The IDCs are allocated to each faculty member in proportion to the department's total IDC generated that year. In other words, if a faculty member's grants generated 10% of the department's overall IDCs, then 10% of the IDCs the department is able to distribute to faculty members would go to his or her PSA.

Expenses Covered. PSAs are university funds and as such are subject to the same internal controls as all other departmental funds including the requirement for pre-approval by the chair for all expenditures. All requests for the expenditure of PSA funds must include documentation of the business purpose. The PSA may be used for University-approved expenses for travel to professional meetings. For trips taken near the end of one fiscal year or the beginning of another, the costs of the travel should be charged to the PSA in the year the travel occurred. The PSA also may be used to pay various research and professional expenses, as long as the expenses fall within University guidelines. The funds can be used to hire graduate or undergraduate students during the academic year or in the summer. If used for a graduate student whom the department already is funding for that semester or term, the department will provide the necessary fee authorization. PSA funds also can be used to pay for materials used in scholarly research, writing, and teaching; computer hardware, software, and special programming; submission charges for journals, sending express mail, and extra copying. Under University policy, all materials purchased with University funds, which includes PSAs, are for the professional use of faculty while they are at Ohio State. PSA funds cannot be used for personal salary. The Department will continue to pay for regular mail (but not express mail), long distance phone calls and faxes, professional copying up to the limit of 600 copies per semester, and a standard faculty office computer and printer out of its general funds.

Carryover of Funds. Typically, balances in accounts cannot be carried over into the following fiscal year. A written request for the carryover of balances into the following fiscal year must be approved before the end of the fiscal year by the Chair in consultation with the SBS divisional dean. Funds added to the PSA from the returns on external grants will carryover as matter of course unless the Chair and the Social and Behavioral Sciences divisional dean proactively restrict them and give the faculty member at least nine-months' notice that carryover will not be continued.

Supplementing PSA Funds. PSA funds can be supplemented for specific purposes by "piggybacking" on sources of funding outside of the Department. Social and Behavioral Sciences provides matching travel funds in a 3:1 ratio up to a \$1,500 limit to support travel to present a paper at a conference outside of North America and small grants in

the amount of \$1,000. These divisional funds are granted on a competitive basis, are applied for through the Department Chair and, if received, are administered by the Department. The Office of International Affairs holds a competition each year that covers expenses to support travel to work with foreign collaborators on research and writing projects. Where external programs require departmental matching funds, and most do, the departmental match will be deducted from the PSA; the external funds do not count against it.

Using PSA Funds. The Department's Fiscal Officer will handle all disbursements and reimbursements from faculty PSAs using the same procedures as any other departmental funds. Failure to comply with University rules in documenting PSA expenses or in requesting PSA funds may delay payments, result in a payment or reimbursement being denied, or ultimately result in loss of PSA rights.

D. Social and Behavioral Sciences Grants

The Division of Social and Behavioral Sciences administers three different grant programs for faculty. All applications for these programs have to come through the Department Chair and carry her/his recommendation. (1) For travel outside of North America to professional meetings where the faculty member is presenting a paper, the division offers matching travel grants. (The departmental money would come from the faculty member's Professional Spending Account.) (2) The College runs a special grants program that can be used for a variety of uses from supporting conferences to data acquisition. It requires a departmental match. (3) The College offers small grants to support faculty research that also requires departmental matching funds. Details about these grants are available [here](#).