

1                   **Pattern of Administration**  
2                                   **for**  
3                   **The Ohio State University**  
4                   **Tenure-Initiating Unit (TIU) XXX**

5           **Colleges that serve as TIUs should also refer to the College Pattern**  
6                                   **of Administration [sample document](#).**

7                   *[Include the following, if TIU requires faculty approval of governance documents:]*

8           Approved by the Faculty: aa/aa/aaaa; bb/bb/bbbb; cc/cc/cccc; etc.

9                   Approved by the Office of Academic Affairs: dd/dd/dddd  
10

**Table of Contents**

1			
2			
3			
4	I	Introduction .....	3
5	II	TIU Mission.....	3
6	III	Academic Rights and Responsibilities .....	3
7	IV	Faculty and Voting Rights.....	3
8		A Clinical/Teaching/Practice Faculty Appointment Cap.....	4
9		B Research Faculty Appointment Cap.....	4
10	V	Organization of TIU Services and Staff .....	5
11	VI	Overview of TIU Administration and Decision-Making.....	5
12	VII	TIU Administration .....	5
13		A TIU Head.....	5
14		B Other Administrators.....	6
15		C Committees .....	6
16	VIII	Faculty Meetings .....	7
17	IX	Distribution of Faculty Duties and Responsibilities.....	7
18		A Tenure-track Faculty .....	8
19		i Special Assignments.....	9
20		B Clinical/Teaching/Practice Faculty .....	10
21		C Research Faculty .....	10
22		D Associated Faculty .....	10
23		E Parental Modification of Duties.....	11
24	X	Course Offerings and Teaching Schedule .....	11
25	XI	Allocation of TIU Resources.....	11
26	XII	Leaves and Absences.....	12
27		A Discretionary Absence .....	12
28		B Absence for Medical Reasons.....	12
29		C Unpaid Leaves of Absence.....	12
30		D Faculty Professional Leave .....	12
31		E Parental Leave.....	13
32	XIII	Supplemental Compensation and Paid External Consulting .....	13
33	XIV	Financial Conflicts of Interest .....	13
34	XV	Grievance Procedures .....	14
35		A Salary Grievances.....	14
36		B Faculty Promotion and Tenure Appeals.....	14
37		C Faculty Misconduct.....	14
38		D Harassment, Discrimination, and Sexual Misconduct .....	14
39		E Violations of Laws, Rules, Regulations, or Policies.....	14
40		F Complaints by and about Students.....	15
41		G Academic Misconduct.....	15
42			

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

## **I Introduction**

This document provides a brief description of the TIU of XXX 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 TIU 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 TIU Mission**

*Include TIU mission statement.*

*Wording here must be the same as in the Appointments, Promotion, and Tenure Document.*

## **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**

*Include information on clinical/teaching/practice and research faculty only if approved for unit.*

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

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

The TIU of XXX makes clinical/teaching/practice [*TIU may select most appropriate title*] appointments. Clinical/teaching/practice faculty titles are assistant professor of clinical, teaching, or practice [*TIU name*], associate professor of clinical, teaching, or practice [*TIU name*], and professor of clinical, teaching, or practice [*TIU name*].

*[If the TIU has voted to extend governance rights to clinical/teaching/practice faculty, include the following sentence.]* On DATE, the TIU faculty voted to extend governance rights to clinical/teaching/practice faculty. Clinical/teaching/practice faculty may vote in all matters of TIU governance except tenure-track appointment, promotion and tenure decisions and research appointment and promotion decisions. TIUs that appoint clinical/teaching/practice faculty determine the level of participation within TIU governance and administrative structures in accordance with [Faculty Rule 3335-7-11](#). Any clinical/teaching/practice 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 TIU of XXX makes research appointments. Research faculty titles are research assistant professor of [*TIU name*], research associate professor of [*TIU name*], and research professor of [*TIU name*].

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

1  
2 *[If the TIU has voted to extend governance rights to research faculty, include the following sentence.]* On  
3 DATE, the TIU faculty voted to extend governance rights to research faculty. Research faculty may vote  
4 in all matters of TIU governance except tenure-track appointment, promotion, and tenure decisions and  
5 clinical/teaching/practice appointment and promotion decisions. Research faculty may participate in  
6 discussions of research faculty matters including promotion reviews.  
7

#### 8 **A Clinical/Teaching/Practice Faculty Appointment Cap**

9

10 The appointment cap on clinical/teaching/practice faculty in relation to the total of tenure-track,  
11 clinical/teaching/practice and research faculty is established in the [college pattern of administration](#).  
12 *[If the TIU has elected to have its own cap, insert here.]*  
13

14 In accordance with [Faculty Rule 3335-7-03](#), unless an exception is approved by the University Senate  
15 and the Board of Trustees,  
16

- 17 • clinical/teaching/practice faculty may comprise no more than 40% of the total tenure-track,  
18 clinical/teaching/practice, and research faculty in each of the colleges of the health sciences,  
19 although clinical departments within the College of Medicine have no cap on clinical faculty;
- 20 • clinical/teaching/practice faculty may comprise no more than 20% of the tenure-track,  
21 clinical/teaching/practice, and research faculty in the College of Arts and Sciences and the  
22 professional colleges;
- 23 • in all TIUs not in the health sciences, the number of clinical/teaching/practice faculty  
24 members must be fewer than the number of tenure-track faculty members in each unit.  
25

#### 26 **B Research Faculty Appointment Cap**

27

28 In accordance with Faculty Rule [3335-7-32](#), unless otherwise authorized by a majority vote of the  
29 tenure-track faculty in a TIU, research faculty must comprise no more than 20% of the number of  
30 tenure-track faculty in the TIU. In all cases, however, the number of research faculty positions must  
31 constitute a minority with respect to the number of tenure-track faculty in the unit.  
32

33 The TIU of XXX makes associated faculty appointments. Associated faculty titles include tenure-track  
34 faculty on less than a 50% appointment, adjunct titles, clinical titles, lecturer titles, and visiting titles.  
35 *[Indicate which titles are appropriate for the TIU.]*  
36

37 *[If the TIU has voted to extend governance rights to associated faculty, include the following sentence.]*  
38 On DATE, the TIU faculty voted to extend governance rights to associated faculty, with the exception of  
39 visiting faculty. Associated faculty, with the exception of visiting faculty, may vote in all matters of TIU  
40 governance except personnel decisions. Visiting faculty may be invited to participate in discussions on  
41 nonpersonnel matters, but may not participate in personnel matters, including appointment, promotion  
42 and tenure reviews, and may not vote on any matter.  
43

44 Emeritus faculty in this TIU are invited to participate in discussions on nonpersonnel matters, but may not  
45 participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote  
46 on any matter.  
47

48 Detailed information about the appointment criteria and procedures for the various types of faculty  
49 appointments made in this TIU is provided in the [Appointments, Promotion and Tenure Document](#).  
50

#### 51 **V Organization of TIU Services and Staff**

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48

*Include description of TIU offices, staff, and their functions.*

## **VI Overview of TIU Administration and Decision-Making**

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

## **VII TIU Administration**

### **A TIU Head**

The primary responsibilities of the TIU head are set forth in Faculty Rule [3335-3-35](#). This rule requires the TIU head 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 TIU head 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 TIU head, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- To have general administrative responsibility for TIU programs, subject to the approval of the dean of the college, and to conduct the business of the TIU 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 of the college a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both university and TIU established criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by their TIU and to place in that file a response to any evaluation, comment, or other material contained in the file.
- After consultation with the eligible faculty, to make recommendations to the dean of the college regarding appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the TIU faculty, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this TIU's Appointments, Promotion and Tenure Document.

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

- To 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.
- To maintain a curriculum vitae for all personnel teaching a course in the TIU'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 TIU head 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 TIU head exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of TIU academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The TIU head will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the TIU head will explain to the faculty the reasons for the departure, ideally before action is taken.

## **B Other Administrators**

*At a minimum include information on other academic administrators including vice, associate, and assistant chairs/directors; graduate studies and undergraduate studies chairs; etc. It is also beneficial to include A&P staff positions, especially those that directly support the TIU's academic mission.*

## **C Committees**

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

*Describe the TIU's committee structure. Include number of members, how they are selected, length of term, how chair is selected. If students are permitted on committees, include how they are selected and whether they may vote. There is nothing that prohibits students from voting on TIU committees, though it is good practice to exclude students from sessions that involve student confidentiality.*

## **VIII Faculty Meetings**

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

1 The TIU head will provide to the faculty a schedule of TIU faculty meetings at the beginning of each  
2 academic term. The schedule will provide for at least one meeting per semester and normally will provide  
3 for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-  
4 mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven  
5 days before the meeting, and to distribute the agenda by e-mail at least three business days before the  
6 meeting. A meeting of the TIU faculty will also be scheduled on written request of 25% of the faculty.  
7 The TIU head will make reasonable efforts to have the meeting take place within one week of receipt of  
8 the request. The TIU head will distribute minutes of faculty meetings to faculty by e-mail—within seven  
9 days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple  
10 majority vote of the faculty who were present at the meeting covered by the minutes.

11  
12 Special policies pertain to voting on personnel matters, and these are set forth in the TIU’s Appointments,  
13 Promotion and Tenure Document.

14  
15 For purposes of discussing TIU business other than personnel matters, and for making decisions where  
16 consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of  
17 all faculty members eligible to vote.

18  
19 Either the TIU head or one-third of all faculty members eligible to vote may determine that a formal vote  
20 conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote,  
21 a matter will be considered decided when a particular position is supported by at least a majority of all  
22 faculty members eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure  
23 maximum participation in voting. When conducting a ballot by mail or email, faculty members will be  
24 given one week to respond.

25  
26 When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be  
27 achieved on behalf of any position, the TIU head will necessarily make the final decision.

28  
29 The TIU accepts the fundamental importance of full and free discussion but also recognizes that such  
30 discussion can only be achieved in an atmosphere of mutual respect and civility. Normally TIU meetings  
31 will be conducted with no more formality than is needed to attain the goals of full and free discussion and  
32 the orderly conduct of business. However, Robert’s Rules of Order will be invoked when more formality  
33 is needed to serve these goals.

## 34 35 **IX Distribution of Faculty Duties and Responsibilities**

36  
37 The Office of Academic Affairs requires TIUs to have guidelines on the distribution of faculty duties and  
38 responsibilities (See the OAA [Policies and Procedures Handbook](#), Volume 1, Chapter 2, Section 1.4.3).

39  
40 Faculty assignments are described in the initial letter of offer. Assignments and expectations for the  
41 upcoming year are addressed as part of the annual review by the TIU head based on TIU needs as well as  
42 faculty productivity and career development.

43  
44 *See the college [Pattern of Administration](#) for guidelines for determining*  
45 *FTE exceptions to the [Faculty Appointments Policy](#).*

46  
47 During on-duty periods, faculty members are expected to be available for interaction with students,  
48 research, and TIU meetings and events even if they have no formal course assignment. *[Insert TIU*  
49 *policies regarding holding office hours.]* On-duty faculty members should not be away from campus for  
50 extended periods of time unless on an approved leave (see section XII) or on approved travel.  
51

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

1 Telework exception: Faculty members with responsibilities requiring in-person interaction are to  
2 work at a university worksite to perform those responsibilities. Telework and the use of remote,  
3 virtual meetings are allowed at the discretion of the TIU head if such work can be performed  
4 effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged  
5 under certain circumstances if it serves the needs of the TIU, college, university, and/or community.  
6 The TIU head has the discretion to require faculty to work on campus if there are concerns that  
7 responsibilities are not being fulfilled through telework.  
8

9 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and  
10 resources of the TIU and the individual circumstances of faculty members may warrant temporary  
11 deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as  
12 part of the annual review by the TIU head.  
13

14 A full-time faculty member's primary professional commitment is to Ohio State University and the  
15 guidelines below are based on that commitment. Faculty who have professional commitments outside of  
16 Ohio State during on-duty periods (including teaching at another institution; conducting research for an  
17 entity outside of Ohio State; external consulting) must disclose and discuss these with the TIU head in  
18 order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is  
19 presented in the OAA [Policy on Faculty Conflict of Commitment](#).  
20

21 In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural  
22 disasters, for example), faculty duties and responsibilities may be adjusted by the TIU head to take into  
23 account the impact over time of the crisis. These adjustments may include modifying research  
24 expectations in order to maintain teaching obligations. These assignment changes must be considered in  
25 annual reviews.  
26

27 *The numbers and other specifics used in sections A – D are examples only and are given to indicate the*  
28 *kinds of information that should be included; specific numbers provided by individual units must be*  
29 *compatible with the appropriate benchmarks in peer institutions.*  
30

### 31 **A Tenure-track Faculty**

32  
33 Tenure-track faculty members are expected to contribute to the university's mission via teaching,  
34 scholarship, and service. When a faculty member's contributions decrease in one of these three areas,  
35 additional activity in one or both of the other areas is expected.  
36

#### 37 **Teaching**

38  
39 All tenure-track faculty are expected to contribute to the TIU's teaching, including large enrollment  
40 and specialized courses in both the undergraduate and graduate curriculums. The standard teaching  
41 assignment for full-time tenure-track faculty members is four courses per academic year. Faculty  
42 members are also expected to advise undergraduate and graduate students and supervise independent  
43 studies and thesis and dissertation work.  
44

45 Adjustments to the standard teaching assignment may be made to account for teaching a new class,  
46 the size of the class, whether the class is taught on-line or team-taught, and other factors that may  
47 affect the preparation time involved in teaching the course.  
48

49 The standard teaching assignment may vary for individual faculty members based on their research  
50 and/or service activity. Faculty members who are especially active in research can be assigned an  
51 enhanced research status that includes a reduced teaching assignment. Likewise, faculty members

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

1 who are relatively inactive in research can be assigned an enhanced teaching status that includes an  
2 increased teaching assignment. Faculty members who are engaged in extraordinary service activities  
3 (to the TIU, college, university, and in special circumstances professional organizations within the  
4 discipline) can be assigned an enhanced service assignment that includes a reduced teaching  
5 assignment.

6  
7 The TIU head is responsible for making teaching assignments on an annual basis, and may decline to  
8 approve requests for adjustments when approval of such requests is not judged to be in the best  
9 interests of the TIU. All faculty members must do some formal instruction and advising over the  
10 course of the academic year.

11  
12 *Include TIU-specific guidelines for determining increases or decreases to teaching assignment.*

### 13 14 **Scholarship**

15  
16 All tenure-track faculty members are expected to be engaged in scholarship as defined in the TIU's  
17 [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a faculty member  
18 who is actively engaged in scholarship will be expected to publish regularly in high quality peer-  
19 reviewed journals as well as in other appropriate venues, such as edited book chapters of similar  
20 quality and length as articles. Faculty engaged in basic or applied research are expected to attract  
21 extramural funding that supports at least 15% AY release time and that supports at least two graduate  
22 students per year. Faculty members are also expected to seek appropriate opportunities to obtain  
23 patents and engage in other commercial activities stemming from their research.

24  
25 *Include TIU-specific guidelines for determining increases or decreases to the scholarship assignment.*  
26 *This might include a numerical range for expected publication activity or list other activities*  
27 *that are part of the unit's scholarship agenda, such as evidence of work in progress on book*  
28 *manuscripts or creative works or presentations or posters at national or international conferences.*

### 29 30 **Service**

31  
32 Faculty members are expected to be engaged in service and outreach to the TIU, university,  
33 profession, and community. Typically this will include service on two committees within the TIU and  
34 one outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g.  
35 service as committee chair, service on a particularly time-intensive committee, organizing a  
36 professional conference, leadership in an educational outreach activity, service in an administrative  
37 position within the TIU, college, or university).

38  
39 All faculty members are expected to attend and participate in faculty meetings, recruitment activities,  
40 and other TIU events.

41  
42 *Include TIU-specific guidelines for determining increases or decreases to service assignment.*

### 43 44 **i Special Assignments**

45  
46 Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special](#)  
47 [Assignment Policy](#). The information provided below supplements these policies.

48  
49 Untenured faculty will normally be provided an SA for research for one semester during their  
50 probationary period. Reasonable efforts will be made to award SA opportunities to all other  
51 faculty members subject to the quality of faculty proposals, including their potential benefit to the

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

1 TIU or university, and the need to assure that sufficient faculty are always present to carry out  
2 TIU work. The TIU's committee on *[insert appropriate peer group here]* will evaluate all SA  
3 proposals and make recommendations to the TIU head. The chair's/director's recommendation to  
4 the dean regarding an SA proposal will be based on the quality of the proposal and its potential  
5 benefit to the TIU or university and to the faculty member as well as the ability of the TIU to  
6 accommodate the SA at the time requested.  
7

## 8 **B Clinical/Teaching/Practice Faculty**

9

10 The TIU of XXX uses the title clinical, teaching, or practice *[select title]* faculty. These appointments  
11 exist for faculty members who focus principally on the education needs for TIU XXX. Clinical,  
12 teaching, or practice *[select title]* faculty members are expected to contribute to the TIU's research  
13 and education missions, as reflected by participation in graduate program development and teaching.  
14 Clinical/teaching/practice faculty members are expected to contribute to the university's mission via  
15 teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for  
16 the tenure-track.  
17

18 The standard teaching assignment for full-time clinical, teaching, or practice *[select title]* faculty  
19 members is seven courses per academic year.  
20

## 21 **C Research Faculty**

22

23 Research faculty members are expected to contribute to the university's mission via research.  
24

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

26  
27 *a research faculty member may, but is not required to, participate in limited educational*  
28 *activities in the area of his or her expertise. However, teaching opportunities for each*  
29 *research faculty member must be approved by a majority vote of the TIU's tenure-track*  
30 *faculty. Under no circumstances may a member of the research faculty be continuously*  
31 *engaged over an extended period of time in the same instructional activities as tenure-track*  
32 *faculty.*  
33

34 Research faculty expectations for research are similar to those for the tenure-track, albeit  
35 proportionally greater since 100% of effort for research faculty members is devoted to research.  
36 Specific expectations are spelled out in the letter of offer.  
37

## 38 **D Associated Faculty**

39

40 Compensated associated faculty members are expected to contribute to the university's mission via  
41 teaching or research depending on the terms of their individual appointments.  
42

43 Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations  
44 based on their appointment level.  
45

46 Expectations for compensated visiting faculty members will be based on the terms of their  
47 appointment and are comparable to that of tenure-track faculty members except that service is not  
48 required.  
49

50 The standard teaching assignment for full-time lecturers is eight courses per academic year.  
51

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

1     **E Parental Modification of Duties**  
2

3     The TIU of XXX strives to be a family-friendly unit in its efforts to recruit and retain high quality  
4     faculty members. To this end, the TIU is committed to adhering to the College of YYY’s guidelines  
5     on parental modification of duties to provide its faculty members flexibility in meeting work  
6     responsibilities within the first year of childbirth/adoption/fostering. See the OHR [Parental Care](#)  
7     [Guidebook](#) and the [college pattern of administration](#) for details.  
8

9     The faculty member requesting the modification of duties for childbirth/adoption/fostering and the  
10    TIU head should be creative and flexible in developing a solution that is fair to both the individual  
11    and the unit while addressing the needs of the university. Expectations must be spelled out in an  
12    MOU that is approved by the dean.  
13

14    See also Parental Leave Policy in Section XII.  
15

16    **X Course Offerings and Teaching Schedule**  
17

18    The TIU head will annually develop a schedule of course offerings and teaching schedules in consultation  
19    with the faculty, both collectively and individually. While every effort will be made to accommodate the  
20    individual preferences of faculty, the TIU’s first obligation is to offer the courses needed by students at  
21    times and in formats, including on-line instruction, most likely to meet student needs. To assure  
22    classroom availability, reasonable efforts must be made to distribute course offerings across the day and  
23    week. To meet student needs, reasonable efforts must be made to assure that course offerings match  
24    student demand and that timing conflicts with other courses students are known to take in tandem are  
25    avoided. A scheduled course that does not attract the minimum number of students required by Faculty  
26    Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be  
27    assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses  
28    required in any curriculum or courses with routinely high demand will be taught by at least two faculty  
29    members across semesters of offering to assure that instructional expertise is always available for such  
30    courses.  
31

32    **XI Allocation of TIU Resources**  
33

34    The TIU head is responsible for the fiscal and academic health of the TIU and for assuring that all  
35    resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of unit  
36    goals.  
37

38    The TIU head will discuss the TIU budget at least annually with the faculty and attempt to achieve  
39    consensus regarding the use of funds across general categories. However, final decisions on budgetary  
40    matters rest with the TIU head.  
41

42    Research space shall be allocated on the basis of research productivity, including external funding, and  
43    will be reallocated periodically as these faculty-specific variables change.  
44

45    The allocation of office space will include considerations such as achieving proximity of faculty in  
46    subdisciplines and productivity and grouping staff functions to maximize efficiency.  
47

48    The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.  
49

50                   *Include TIU guidelines on the allocation of travel funds.*  
51

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

## **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 TIU head 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 TIU head 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](#). *[Include any TIU-specific guidelines.]*

### **D Faculty Professional Leave (FPL)**

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#). *[Include any TIU-specific guidelines.]*

The TIU's committee on *[insert appropriate peer group here]* will review all requests for faculty professional leave and make a recommendation to the TIU head based on the following criteria:

*Include TIU-specific criteria for reviewing faculty professional leave requests.*

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

### **E Parental Leave**

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

1 The university, the college, and this TIU recognize the importance of parental leave to faculty  
2 members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off Program [Policy](#)  
3 [6.27](#), and the [Family and Medical Leave Policy 6.05](#).

4  
5 *Include TIU-specific guidelines.*

### 6 7 **XIII Supplemental Compensation and Paid External Consulting**

8  
9 Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty](#)  
10 [Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty](#)  
11 [Paid External Consulting](#). The information provided below supplements these policies.

12  
13 This TIU adheres to these policies in every respect. In particular, this TIU expects faculty members to  
14 carry out the duties associated with their primary appointment with the university at a high level of  
15 competence before seeking other income-enhancing opportunities. All activities providing supplemental  
16 compensation must be approved by the TIU head regardless of the source of compensation. External  
17 consulting must also be approved. Approval will be contingent on the extent to which a faculty member is  
18 carrying out regular duties at an acceptable level, the extent to which the extra income activity appears  
19 likely to interfere with regular duties, and the academic value of the proposed consulting activity to the  
20 TIU. In addition, it is university policy that faculty may not spend more than one business day per week  
21 on supplementally compensated activities and external consulting combined.

22  
23 Faculty with an administrative position (for example, chair, associate/assistant dean, center director)  
24 remain subject to the Policy on Faculty Paid External Consulting and with appropriate approval, are  
25 permitted to engage in paid external work activities. However, faculty members with administrative  
26 positions are not permitted to accept compensation/honoraria for services that relate to or are the result of  
27 their administrative duties and responsibilities.

28  
29 Should a TIU faculty member wish to use a textbook or other material that is authored by the faculty  
30 member and the sale of which results in a royalty being paid to him or her, such textbook or material may  
31 be required for a course by the faculty member only if (1) the faculty member's TIU head and dean or  
32 designee have approved the use of the textbook or material for the course taught by the faculty member,  
33 or (2) an appropriate committee of the TIU or college reviews and approves the use of the textbook or  
34 material for use in the course taught by the faculty member.

35  
36 Faculty who fail to adhere to the university's policies on these matters, including seeking approval for  
37 external consulting, will be subject to disciplinary action.

### 38 39 **XIV Financial Conflicts of Interest**

40  
41 Information on faculty financial conflicts of interest is presented in the university's [Policy on Faculty](#)  
42 [Financial Conflict of Interest](#). A conflict of interest exists if financial interests or other opportunities for  
43 tangible personal benefit may exert a substantial and improper influence upon a faculty member or  
44 administrator's professional judgment in exercising any university duty or responsibility, including  
45 designing, conducting or reporting research.

46  
47 Faculty members with external funding or otherwise required by university policy are required to file  
48 conflict of interest screening forms annually and more often if prospective new activities pose the  
49 possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with  
50 university officials in the avoidance or management of potential conflicts will be subject to disciplinary  
51 action.

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

1  
2 In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise  
3 in relation to consulting or other work done for external entities. Further information about conflicts of  
4 commitment is included in section IX above.

## 5 6 **XV Grievance Procedures**

7  
8 Members of the TIU with grievances should discuss them with the TIU head who will review the matter  
9 as appropriate and either seek resolution or explain why resolution is not possible. Content below  
10 describes procedures for the review of specific types of complaints and grievances.

### 11 12 **A Salary Grievances**

13  
14 A faculty or staff member who believes that his or her salary is inappropriately low should discuss the  
15 matter with the TIU head. The faculty or staff member should provide documentation to support the  
16 complaint.

17  
18 Faculty members who are not satisfied with the outcome of the discussion with the TIU head and  
19 wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of  
20 Academic Affairs [Policies and Procedures Handbook](#)).

21  
22 Staff members who are not satisfied with the outcome of the discussion with the TIU head and wish  
23 to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

### 24 25 **B Faculty Promotion and Tenure Appeals**

26  
27 Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).

### 28 29 **C Faculty Misconduct**

30  
31 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in  
32 Faculty Rule [3335-5-04](#).

### 33 34 **D Harassment, Discrimination, and Sexual Misconduct**

35  
36 The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all  
37 forms of harassment, discrimination, and sexual misconduct.

- 38  
39 1 Ohio State's policy and procedures related to affirmative action, equal employment  
40 opportunity, and non-discrimination/harassment are set forth in university [Policy 1.10](#).  
41  
42 2 Ohio State's policy and procedures related to sexual misconduct are set forth in university  
43 [Policy 1.15](#).  
44

### 45 46 **E Violations of Laws, Rules, Regulations, or Policies**

47  
48 Concerns about violations of laws, rules, regulations, or policies affecting the university community  
49 should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be  
50 registered anonymously through the [Anonymous Reporting Line](#).

### 51 **F Complaints by and about Students**

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

1  
2 Normally student complaints about courses, grades, and related matters are brought to the attention of  
3 individual faculty members. In receiving such complaints, faculty should treat students with respect  
4 regardless of the apparent merit of the complaint and provide a considered response. When students  
5 bring complaints about courses and instructors to the TIU head, the TIU head will first ascertain  
6 whether or not the students require confidentiality. If confidentiality is not required, the TIU head will  
7 investigate the matter as fully and fairly as possible and provide a response to both the students and  
8 any affected faculty. If confidentiality is required, the TIU head will explain that it is not possible to  
9 fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue  
10 without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

11  
12 Faculty complaints regarding students must always be handled strictly in accordance with university  
13 rules and policies. Faculty should seek the advice and assistance of the TIU head and others with  
14 appropriate knowledge of policies and procedures when problematic situations arise.

## 15 **G Academic Misconduct**

16  
17  
18 *[TIUs in non-health sciences colleges should include the following sentence.]* Faculty members will  
19 report any instances of academic misconduct to the [Committee on Academic Misconduct](#) in  
20 accordance with the [Code of Student Conduct](#). See also [Board of Trustees Rule 3335-23-05](#).

21  
22 *[TIUs in health sciences colleges should include the following sentence.]* Board of Trustees Rule  
23 [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) does not hear cases involving  
24 academic misconduct in colleges having a published honor code, although some allegations against  
25 graduate students fall under the committee's jurisdiction. Accordingly, faculty members will report  
26 any instances of academic misconduct to *[insert the appropriate TIU officer]*, who will involve the  
27 Committee on Academic Misconduct, if appropriate, or will otherwise follow the TIU's procedures  
28 for addressing allegations of violations of the professional student honor code. *[Here, please insert*  
29 *the web reference for the professional student honor code that applies to the TIU's students.]*  
30

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

*The following list of hyperlinks appearing in Ohio State University Patterns of Administration and Appointments, Promotion, and Tenure Documents should not be included in governance documents. It is for information only.*

### Alphabetical List of Hyperlinks

- 6 **Academic Rights and Responsibilities Reaffirmation:** <https://oaa.osu.edu/rightsandresponsibilities.html>
- 7 **Affirmative Action, Equal Employment Opportunity and Non-Discrimination/Harassment:**  
8 <http://hr.osu.edu/policy/policy110.pdf>
- 9 **American Association of University Professors' Statement on Professional Ethics**  
10 <http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>
- 11 **Anonymous Reporting Line:** <https://secure.ethicspoint.com/domain/media/en/gui/7689/index.html>
- 12 **Board of Trustees Rule 3335-23-05 (initiation and investigation of code violations):**  
13 <https://trustees.osu.edu/rules/code-of-student-conduct/3335-23-05.html>
- 14 **Board of Trustees Rule 3335-23-15 (Committee on Academic Misconduct):**  
15 <https://trustees.osu.edu/code-student-conduct/3335-23-15>
- 16 **Code of Student Conduct:** <https://trustees.osu.edu/rules/code-of-student-conduct/>
- 17 **Committee on Academic Misconduct:** <https://oaa.osu.edu/coam.html>
- 18 **Faculty Rule 3335-3 (administration):** [https://trustees.osu.edu/rules/University-rules/chapter-3335-3-](https://trustees.osu.edu/rules/University-rules/chapter-3335-3-administration.html)  
19 [administration.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-3-administration.html)
- 20 **Faculty Rule 3335-5 (governance):** [https://trustees.osu.edu/rules/University-rules/chapter-3335-5-](https://trustees.osu.edu/rules/University-rules/chapter-3335-5-faculty-governance-and-committees.html)  
21 [faculty-governance-and-committees.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-5-faculty-governance-and-committees.html)
- 22 **Faculty Rule 3335-6 (tenure-track faculty appointments):** [https://trustees.osu.edu/rules/University-](https://trustees.osu.edu/rules/University-rules/chapter-3335-6-rules-of-the-University-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html)  
23 [rules/chapter-3335-6-rules-of-the-University-faculty-concerning-faculty-appointments-](https://trustees.osu.edu/rules/University-rules/chapter-3335-6-rules-of-the-University-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html)  
24 [reappointments-promotion-and-tenure.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-6-rules-of-the-University-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html)
- 25 **Faculty Rule 3335-7 (clinical/teaching/practice and research faculty appointments):**  
26 [https://trustees.osu.edu/rules/University-rules/chapter-3335-7-rules-of-the-University-faculty-](https://trustees.osu.edu/rules/University-rules/chapter-3335-7-rules-of-the-University-faculty-concerning-clinical/teaching/practice-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html)  
27 [concerning-clinical/teaching/practice-faculty-appointment-reappointment-and-nonreappointment-and-](https://trustees.osu.edu/rules/University-rules/chapter-3335-7-rules-of-the-University-faculty-concerning-clinical/teaching/practice-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html)  
28 [promotion.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-7-rules-of-the-University-faculty-concerning-clinical/teaching/practice-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html)
- 29 **Faculty Rule 3335-8 (instruction):** [https://trustees.osu.edu/rules/University-rules/chapter-3335-8-](https://trustees.osu.edu/rules/University-rules/chapter-3335-8-instruction.html)  
30 [instruction.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-8-instruction.html)
- 31 **Kirwan Institute for the Study of Race and Ethnicity:** <http://kirwaninstitute.osu.edu/>
- 32 **Michael V. Drake Institute for Teaching and Learning:** <https://drakeinstitute.osu.edu/>
- 33 **Office of Academic Affairs Governance Documents Webpage:** [https://oaa.osu.edu/appointments-](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure)  
34 [reappointments-promotion-and-tenure](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure)

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

- 1 **Office of Academic Affairs *Policies and Procedures Handbook*:** <https://oaa.osu.edu/policies-and-procedures-handbook>
- 2
- 3 **Office of Distance Education and eLearning:** <https://odee.osu.edu>
- 4 **Office of Diversity and Inclusion:** <https://odi.osu.edu/>
- 5 **Office of Human Resources Employee and Labor Relations:** <https://hr.osu.edu/services/elr/>
- 6 **Office of Human Resources Employment Services:** [www.hr.osu.edu/](http://www.hr.osu.edu/)
- 7 **Office of Human Resources Policies and Forms:** <https://hr.osu.edu/policies-forms>
- 8 **Office of Institutional Equity:** <https://equity.osu.edu/>
- 9 **Office of University Compliance and Integrity:** <https://compliance.osu.edu/concern-reporting.html>
- 10 **Policy 1.10 (affirmative action, equal employment opportunity, and non-discrimination/harassment):**
- 11 [https://policies.osu.edu/assets/docs/policy\\_pdfs/AffirmativeActionEqualEmploymentOpportunityandNo](https://policies.osu.edu/assets/docs/policy_pdfs/AffirmativeActionEqualEmploymentOpportunityandNon-Discrimination-Harassment_FINAL.pdf)
- 12 [n-Discrimination-Harassment\\_FINAL.pdf](https://policies.osu.edu/assets/docs/policy_pdfs/AffirmativeActionEqualEmploymentOpportunityandNon-Discrimination-Harassment_FINAL.pdf)
- 13 **Policy 1.15 (sexual misconduct):** <https://hr.osu.edu/public/documents/policy/policy115.pdf>
- 14 **Policy 6.27 (paid time off):** <https://hr.osu.edu/public/documents/policy/policy627.pdf>
- 15 **Policy 6.45 (unpaid leave):** <https://hr.osu.edu/public/documents/policy/policy645.pdf>
- 16 **Policy on Faculty Annual Review and Reappointment:**
- 17 [https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf)
- 18 [Reappointment.pdf](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf)
- 19 **Policy on Faculty Appointments:** <https://oaa.osu.edu/assets/files/documents/facultyappointments.pdf>
- 20 **Policy on Faculty Compensation:** <https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>
- 21 **Policy on Faculty Conflict of Commitment:**
- 22 <https://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>
- 23 **Policy on Faculty Financial Conflict of Interest:**
- 24 <https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Financial-Conflict-of-Interest.pdf>
- 25 **Policy on Faculty Paid External Consulting:**
- 26 <https://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>
- 27 **Policy on Faculty Professional Leave:**
- 28 <https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>
- 29 **Policy on Faculty Recruitment and Selection:**
- 30 [https://oaa.osu.edu/sites/default/files/links\\_files/facultyrecruitment\\_1.pdf](https://oaa.osu.edu/sites/default/files/links_files/facultyrecruitment_1.pdf)
- 31 **Policy on Special Assignment:** <https://oaa.osu.edu/assets/files/documents/specialassignment.pdf>
- 32 **Request for Absence Form:** <https://workday.osu.edu/>

*Sample document only, revised 2/24/21. See OAA [Policies and Procedures Handbook](#) for guidelines and instructions.*

- 1 **Rules of the University Faculty:** <https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules>
- 2 **Sample Letter Requesting External Evaluation:** <https://oaa.osu.edu/assets/files/documents/Letter201.pdf>
- 3 **Samples of Teaching Criteria and Evidence:**
- 4 [https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/Evidence-](https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/Evidence-for-Criteria_6-7-18.pdf)
- 5 [for-Criteria\\_6-7-18.pdf](https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/Evidence-for-Criteria_6-7-18.pdf)

Sample TIU POA