

**Pattern of Administration  
for  
The Ohio State University  
Department of Psychology**

Approved by the Office of Academic Affairs: 2/15/2021

**PATTERN OF ADMINISTRATION  
DEPARTMENT OF PSYCHOLOGY**  
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## **PATTERN OF ADMINISTRATION**

### **Department of Psychology**

#### **I. Introduction**

This document provides a brief description of the Department of Psychology as well as a description of Department guidelines and procedures. This 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.

Our 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 and approved by the Executive Dean of Arts and Sciences and the Office of Academic Affairs. Although it is very desirable for the Chair and faculty to reach consensus on the document, formal faculty acceptance of the document is not required. Where divisions in the Department make consensus or formal faculty approval impossible, the Chair may implement a pattern without consensus. Revisions may be made at any time. Changes, which will be made in consultation with the Department faculty, will be disseminated to Department faculty in memos and updated on the document posted on the departmental web site and in the Office of Academic Affairs at [oaa.osu.edu](http://oaa.osu.edu). All revisions are subject to approval by the College and the Office of Academic Affairs.

#### **II. Mission Statement**

The OSU Department of Psychology aims to produce exceptional, innovative research to advance knowledge about mind, brain, and behavior, with the goal of understanding and improving the human condition. We create, synthesize, and translate knowledge about behavioral, psychological, and brain processes to provide a foundation for educating our students and the public. We train undergraduate, graduate, and post-doctoral scholars to become 21st-century psychological scientists able to evaluate, apply, and create knowledge. We value diversity and inclusion of persons, perspectives, and approaches because it enriches our work and fosters a supportive and intellectually stimulating department community.

#### **III. Academic Rights and Responsibilities**

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

#### **IV. Faculty**

The faculty of the Department of Psychology is composed of various categories of faculty as defined by Faculty Rule [3335-5-19](#).

### **A. Tenured and Tenure-track Faculty**

The tenure-track faculty is comprised of all persons with the title of Professor, Associate Professor, Assistant Professor, and Instructor whose appointments involve at least 50 percent funding in the Department of Psychology.

### **B. Professional Practice Faculty**

Professional Practice Faculty are comprised of all persons with the title of Professor of Professional Practice of Psychology, Associate Professor of Professional Practice of Psychology, and Assistant Professor of Professional Practice of Psychology. These are non-tenure-track fixed term contract positions. Professional practice faculty are engaged in conducting teaching/training in the professional practice of psychology or otherwise making substantial contributions to the teaching mission of the Department, in addition to service related to the mission and goals of the Department. Practice faculty can comprise no more than 20% of the total tenure-track, professional practice, and research faculty.

### **C. Research Faculty**

Research Faculty are comprised of all persons with the title of Research Professor of Psychology, Research Associate Professor of Psychology, and Research Assistant Professor of Psychology. These are non-tenure-track fixed term contract positions. Research faculty shall be engaged in funded research related to the mission and goals of the Department. Unless authorized by a majority vote of the tenure-track faculty, research faculty can comprise no more than 20% of the tenure-track faculty.

### **D. Associated Faculty**

The Associated Faculty is comprised of all persons with Adjunct titles, Visiting titles, Lecturer titles and part-time (less than 50 percent appointment to the Department or University) tenure-track Professors, Associate Professors, Assistant Professors, and Instructors.

### **E. Courtesy Faculty**

Courtesy (no salary) appointments are reserved for faculty who have a tenured or tenure-track appointment in another department at The Ohio State University. At a minimum, a courtesy appointment should be based on an expectation of the appointee's substantial involvement in the Department (e.g., student mentoring; teaching a class). Continuation of the appointment should reflect ongoing contributions to the Department mission. Appointments are made for a 3-year period and may be renewed. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized.

### **F. Emeritus Faculty**

Emeritus faculty are persons whom, upon retirement, the Chair, Executive Dean, and Provost recommend for emeritus status based on prior contributions to the department.

## **G. Voting Privileges**

Voting privileges on departmental matters are extended to members of the tenured and tenure-track Department faculty as well as Practice Faculty (on issues not related to tenure-track appointment, promotion and tenure decisions and research appointment and promotion decisions). Tenure-track faculty with appointments in the Department of less than 50% FTE or who have their TIU in another Department are not eligible to vote. Research, associated, courtesy and emeritus faculty do not have voting privileges on departmental matters.

## **V. Organization of Department Services and Staff**

The Department of Psychology is a large and complex department that requires a wide variety of support personnel to carry out the academic mission. These support staff include fiscal officers, human resource personnel, administrative assistants, technical staff, academic advisors, and clinical staff, among others. The Chair is ultimately responsible for hiring all support staff, though faculty who are affected by such hires are routinely consulted prior to each hiring decision. For example, faculty with grants normally would be consulted prior to hiring a department grants administrator, and the Undergraduate Studies Committee could be consulted prior to hiring undergraduate advisors.

## **VI. Overview of Department Administration and Decision Making**

Although the Chair is ultimately responsible for all decisions, decision making authority can be delegated by the chair to the Vice Chair(s), various standing or special committees of the Department, to faculty constituting the doctoral study program in the traditional areas (currently consisting of: behavioral neuroscience, clinical, cognitive, developmental, quantitative, intellectual and developmental disabilities, and social), or faculty representing cross-disciplinary tracks: Decision Psychology and Cognitive Neuroscience. The primary consultative bodies in the Department will be the Executive Committee (consisting of the coordinators of each of the doctoral program areas and cross areas), the Undergraduate Studies Committee, and the Graduate Studies Committee. For most non-trivial matters, the Chair will seek input from the Executive Committee and either the Graduate or Undergraduate Studies Committee, depending on the matter at hand. However, the nature and importance of any individual matter determines the approach to addressing it. Department governance proceeds on the general principle that matters of greater importance affecting larger numbers of faculty require more widespread consultation and discussion. Open discussions, both formal and informal in relevant standing and special committees, and in general faculty meetings, constitute the primary means of reaching consensus on decisions of central importance.

## **VII. Department Administration**

### **A. Chair**

The primary responsibilities of the chair are set forth in Faculty Rule [3335-3-35](#).

In Psychology, the duties of the Chairperson are:

1. To have general administrative responsibility for the psychology program, subject to the approval of the Executive Dean of the College.
2. To develop in consultation with the faculty a pattern of administration. This pattern of administration shall be made available to all present and prospective members of the faculty of the Department, and a copy shall be deposited in the office of the Executive Dean of the College and in the office of the Executive Vice President and Provost.
3. The Chair will:
  - a. Provide a schedule of all regular faculty meetings to all faculty members before the start of each semester.
  - b. Maintain records of all faculty meetings and of all other actions covered by the pattern of administration.
  - c. Consult with the faculty as a whole on all policy matters, with such consideration undertaken at a meeting of the faculty as a whole, whenever practicable.
  - d. Recognize the presumption favoring majority faculty rule on all matters covered by the pattern of administration. Whenever majority faculty rule is not followed, the Chairperson shall explain the reasons for the departure to enhance communication and to facilitate understanding within the Department. Where possible, this statement of reasons shall be provided in advance. This explanation shall outline the decision of the majority of the faculty, the decision of the Department Chairperson, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing or at a faculty meeting, with an opportunity provided for faculty to comment.
  - e. Consult faculty in the initiation and in the review and selection of new faculty members for appointment.
  - f. Explain how faculty duties and responsibilities in instruction, scholarship, and service are to be assigned and distributed equitably.
  - g. Inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by the Department and to place in that file a response to any evaluation, comment, or other material in the file.
  - h. After consultation with the faculty and in accordance with the pattern of administration, prepare a statement setting forth the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement is found in the Appointments, Promotion, and Tenure Document (available [here](#)). This statement shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the office of the Executive Dean of the College and in the office of the Executive Vice President and Provost. At the beginning of each four-year term of the Chairperson, the members of the Department, the office of the Executive Dean of the College, and the office of the Executive Vice President and Provost shall receive, review, and approve either a revision or reaffirmation of the original statement.
  - i. Operate the business of the Department with efficiency and dispatch.
  - j. Evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.
  - k. Evaluate faculty members periodically in accordance with criteria approved by the Board of Trustees and subject to instructions from the Executive Vice President and Provost, and also according to such supplemental criteria as may be set up by the Department.

l. Recommend to the Executive Dean of the College, after consultation with the faculty, all appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty in accordance with procedures set forth in Faculty Rule [3335-6](#) and Faculty Rule [3335-7](#) and this Department's Appointments, Promotion, and Tenure document.

m. Encourage faculty to engage in outstanding research, teaching, and service.

n. Ensure that all faculty, regardless of their assigned location, are offered full departmental privileges and responsibilities appropriate to their rank, and in general to lead in maintaining a high level of morale.

o. Ensure that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

p. Prepare (after consultation with the faculty) annual budget recommendations for consideration by the Executive Dean of the College.

q. Promote improvement of instruction by requiring the evaluation of each course when offered, including feedback from students in the course, and periodic course review by the faculty.

r. Maintain a curriculum vitae for all personnel teaching a course in the Department.

s. Oversee the hiring of departmental staff, including technical support, administrative, clerical, and other positions.

t. To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.

## **B. Other Administrators**

The Chair may appoint, at his or her discretion, one or more Vice Chairpersons to assume certain designated administrative responsibilities. At present, there are two Vice Chairs. One Vice Chair is for Instruction (undergraduate/graduate). This Vice Chair coordinates all aspects of the Department teaching mission. The second Vice Chair focuses on Faculty Research, Promotion, and Tenure, including Chairing the Department's P&T Committee. The Vice Chairs work closely with the Department Chair and relevant committees of the Department to carry out their responsibilities. The Vice Chairs also will represent the Chair on occasions when the Chair is unable to attend, and will take on other responsibilities as agreed to with the Chair. Compensation for Vice Chair duties could include additional pay and/or course relief to be negotiated on an individual basis in accord with College policies.

## **C. Graduate Program Areas**

1. The academic organization of the Department includes seven graduate specialty areas in psychology: Behavioral Neuroscience, Clinical, Cognitive, Developmental, Intellectual and Developmental Disabilities, Quantitative, and Social. The Department also offers cross-area specializations in Cognitive Neuroscience and Decision Psychology.

2. Each faculty member has a primary affiliation with one of the seven core areas, but affiliations with additional core areas and cross-area specializations is also encouraged wherever appropriate. Area members traditionally make final decisions regarding additions to their traditional or cross-area faculty groups.

3. Cross-area training specialties can be established with the approval of the Department Chair, the Graduate Studies Committee, and the Department as a whole. Cross-area training specialties



are established when faculty from at least two core areas develop a training program that cuts across core area boundaries. Currently, the Department offers cross-area training programs in Cognitive Neuroscience and Decision Psychology.

4. The faculty in each core area and cross-disciplinary area have the primary responsibility for graduate education and training in the respective specialty field (e.g., course requirements, admission of graduate students, candidacy examinations) within the broader requirements set forth by the departmental faculty in its entirety as well as the general Graduate School requirements of The Ohio State University (monitored by the Graduate Studies Committee). Traditional areas as well as cross-disciplinary areas will be encouraged to establish similarly timed program landmarks for progress toward degree (e.g., completion of master's degree, the candidacy exam).
5. Each core area and cross-area has a Faculty Coordinator who serves as the primary administrative liaison for the graduate program. The Department Chair confirms the Faculty Coordinator for each graduate program after consulting with the relevant faculty in the program. Service is generally on a rotating basis for terms of two years duration, renewable for an additional term. Program coordinators should be tenured faculty members.
6. The clinical area shall have a faculty member designated as Director of Clinical Training who will be appointed by the Chair for a three-year term upon the recommendation of the area faculty. The Director of Clinical Training also may assume normal rotational duties as area coordinator.
7. Regional campus faculty of the Department comprise a separate administrative group. For administrative convenience, the regional campus faculty are treated as a Departmental area.
8. The Faculty Coordinators from each graduate program specialty constitute the Executive Committee of the department (see below).

#### **D. Standing Committees**

The Department currently operates with a standing committee structure as a mechanism to accomplish many of the normal routine administrative activities necessary for a major graduate department. Each summer, the Chair shall obtain a slate of nominees from each core area and cross-area coordinator listing suggestions for membership on some or all of the Department standing committees. With the exception of the elected Peer Review Committee, the Chair then will appoint the committees for the following year based upon these nominations along with the Chair's evaluation of the capacity of the faculty member to contribute to the charges of the committee. Committee membership generally will be for three-year terms, appointed such that approximately one-third of the committee members rotate off the committee each year. Unless specified otherwise, each committee will consist of at least three tenure track faculty members from different academic specialty areas. Chairs of Committees are selected by the Department Chair. The Graduate Studies Committee includes a graduate student member who is typically the elected chair of the Psychology Graduate Student Association (PGSA).

The Department Chair is an ex-officio member of all Departmental committees and serves as committee chairperson of the Executive and Peer Review Committees. The Department Chair

may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee. All standing and ad hoc committees serve to make action recommendations that are advisory to the Department Chair.

The following standing committees are among the major committees that currently comprise the departmental committee structure. Although this committee structure reflects the current status of the Department, changes in the structure, including the adding or disbanding of committees, may occur at the discretion of the Chair, normally in consultation with faculty members. Unless otherwise noted, the size of committees may vary from year to year.

1. **Awards Committee:** This committee is charged with preparing nominations of faculty for various internal (e.g., Distinguished Scholar) and external (e.g., APA Early Career) awards for research, teaching, and service activities. This committee also makes recommendations for our annual Distinguished Alumni Award to a graduate of our doctoral training program.
2. **Development Committee:** This committee consults with the Chair regarding alumni relations, identifying/nurturing donor activity, and facilitating connections between current faculty and prospective donors.
3. **Diversity, Recruitment and Retention Committee:** The function of this committee is to promote the recruitment and retention of the very best applicants to our graduate program, with a particular focus on minority students. The committee also makes recommendations for any awards, scholarships, postdoctoral fellowships, or other recognition in support of diversity. The committee charge also includes the promotion of diversity among departmental faculty and staff, and a focus on equity and inclusion at every level of the department. This committee works in conjunction with the diversity committee of the PGSA.
4. **Equipment and Technical Services Committee:** The purpose of this committee is to recommend to the Chair allocations regarding equipment expenditures and to make recommendations to the Chair regarding enhancement of the technological infrastructure of the Department. This includes providing advice on hiring of technical staff and purchase of general equipment of benefit to the Department as a whole.
5. **Ethics Committee:** This committee reviews all cases of potential ethical violations by graduate students and faculty. The committee also provides input to the Chair on any Department activities that might require review of ethical guidelines.
6. **Executive Committee:** This committee consists of the faculty coordinators for each of the Department's graduate training core area and cross-disciplinary area programs. The primary duty of the coordinators is to oversee operation of their graduate programs and the delivery of undergraduate courses needed by the Department. The Executive Committee also serves as the primary advisory committee to the Chair on long-term planning issues and strategies for enhancing the Department's profile in its research, teaching, and service missions. It also advises the Chair on strategies for addressing any short- and long-term problems facing the Department.
7. **Graduate Studies Committee:** This committee is responsible for all matters regarding graduate education. The committee consists of one tenure-track faculty member from each of

the graduate program core areas and cross-disciplinary tracks appointed by the Chair as well as a faculty Chair. There will also be one graduate student representative appointed to this committee who will have voting privileges on all matters other than evaluation of graduate student progress. It is the responsibility of this committee to oversee all graduate training programs in the Department and make recommendations regarding any revisions. In addition, this committee formulates and administers policy regarding the submission and awarding of University Fellowships and departmental teaching associateships. It is the responsibility of this committee to ensure that the Department policies and procedures are in conformity with the requirements of the Graduate School and any other University policies concerning graduate education. Changes in the graduate curriculum are ordinarily the purview of the faculty within each training program; however, general matters of programming, or policy, are to be considered, and approved, by the general faculty who are members of the graduate faculty following deliberation by this committee. This committee also approves appointments to the Graduate Faculty of the Department.

**8. Outreach Committee.** This committee is responsible for communicating the activities of the Department to the ‘outside world,’ including publishing/distributing a Department newsletter, updating the Department’s website, and reviewing all operations in support of outreach including electronic messaging and media. This committee will also make recommendations for an annual alumni award to a graduate of our undergraduate program.

**9. Peer Review Committee.** At the beginning of Spring semester, this committee reviews the teaching, research, and service activities of all faculty and conveys performance evaluations to the Chair. A document outlining the procedures and criteria used by this committee to evaluate research, teaching, and service is made available to all faculty by the Department Chair. The committee evaluates all faculty based on information entered into the Department Annual Activity Report, an online document to which all faculty are provided access. Probationary faculty also must update the OAA core dossier annually for review. Committee members will not rate themselves and will recuse themselves from rating any faculty member for whom a conflict of interest exists (e.g., a familial or comparable relationship, close research collaboration). The committee will have an initial meeting with the Chair to review the charge to the committee and guidelines for review. The committee then schedules three additional meetings to review research, teaching, and service performance (i.e., one performance domain reviewed at each meeting). For Columbus faculty, the committee evaluations are used as input for annual salary adjustments and other resource allocation decisions made by the Chair. For regional faculty, ratings are made in research only and these evaluations are conveyed by the Chair to the appropriate regional campus Dean. The committee is composed of the Department Chair, four elected members of the tenured Columbus faculty, and one elected member from among the tenured regional campus faculty. Only elected members make ratings, and the regional campus member only participates in the research evaluation meeting. The Vice-Chair for Instruction participates in the teaching evaluation meetings to provide clarification of any questions pertaining to teaching assignments and to make note of comments that will be used in writing teaching evaluations for annual letters to faculty. However the Vice-Chair does not vote. Members of the committee are elected from three rosters of faculty, grouped by program area, to ensure that there is representation across the academic areas of the Department. Members must be tenured and serve two-year terms [with appointments staggered so that two members rotate off each year]. Members cannot stand for re-election for two years following a term of committee service.

**10. Promotion and Tenure Committee.** This committee is charged with the responsibility of compiling, describing, and presenting to the full Committee of Eligible Faculty cases for tenure and promotion in the Department. (For a full description of the Eligible Faculty, please see the [Department of Psychology Appointments, Promotion and Tenure document](#) Section III.A.) The committee also coordinates the process of fourth-year reviews of Assistant Professors. The committee normally shall consist of six faculty members (5 from the Columbus campus and 1 faculty representative from the regional campuses) appointed by the Department Chair. Typically, four of the members of the committee will be Professors and two will be Associate Professors, but covering diverse areas of expertise within the Department is paramount. If there are no regional cases in a given year, the Chair may forgo appointment of a regional campus representative. If there are non-tenure track faculty promotions for review, the Chair may consider appointing a nonprobationary non-tenure track faculty member to the committee. Specifically, a professional practice faculty member may be included when a professional practice faculty candidate is being considered, and a research faculty member may be included when a research faculty member is being considered. The terms of the committee members will be 2 years, with initial appointments for half of the committee (1 Associate and 2 Professors) being for only one year to provide for annual replacement of half of the committee members. Unless there is a conflict of interest or some other extenuating circumstance, the chair of the committee will be the Vice Chair for Faculty Research, Promotion, and Tenure. The Vice Chair for Faculty Research, Promotion, and Tenure is ultimately responsible for preparing all P&T reports and documents for individual candidates.

**11. Psychological Services Committee.** This committee, consisting of at least one member from the clinical area, is charged with overseeing the operation of the Department Training Clinic. The clinic is a primary site for practicum training of students in the clinical graduate program, and the clinic clientele include members of the University community as well as adults from the greater Columbus metropolitan area. The committee makes recommendations to the Chair regarding appointment of the Director of the Clinic.

**12. Research Experience Program (REP) Committee.** This committee administers the introductory psychology requirement for research participation, and makes decisions concerning the award of participant hours to faculty and students.

**13. Speakers Committee:** The purpose of this committee is to coordinate the Departmental colloquium series and oversee the expenditure of Departmental colloquium funds.

**14. Undergraduate Studies Committee:** It is the responsibility of this committee to oversee and review all facets of the undergraduate curriculum, including the major and minor programs, undergraduate advising, operationalization of learning goals, assessment of achieving of learning goals, and other undergraduate programming (e.g., the Honors curriculum, science fairs, Psi Chi activities, undergraduate research opportunities). This committee also makes recommendations to the Department Chair and faculty concerning retention and revision of the undergraduate curriculum. Any changes in the undergraduate curriculum must be considered and approved by the general faculty. The Committee is co-chaired by the Director of Undergraduate Programs and the Vice-Chair for Instruction. The membership consists of a) six tenure-track faculty representing the core domains of undergraduate instruction (behavioral neuroscience, clinical, cognitive, developmental, quantitative, and social), appointed by the

Department Chair, b) 1 regional faculty member, and c) 1 lecturer or representative of the Associated Faculty.

### **E. Special and Liaison Committee Appointments**

In addition to the standing committee structure, the Chair may appoint various ad hoc committees. Such committees will be formed when there is a need to deal with specific, time-limited tasks (e.g., faculty search committees; see AP&T document) not specifically covered by the standing committees or when an issue spans the responsibilities of several standing committees. Further, a number of special Department liaison positions of a permanent nature exist for coordinating the activities of the Department with various other activities or programs on campus. Among the current liaison positions are as follows:

1. ASC Senate
2. ASC Faculty Advisor
3. ASC Assessment Panel
4. University Honors Program
5. SBS P&T
6. SBS IRB
7. President's and Provost's Advisory Committee (PPAC)

### **F. Faculty Meetings**

Nine faculty meetings per academic year (one each month) are scheduled by the Department Chair in advance of the academic year. Meetings are not ordinarily held over the summer. However, additional meetings may be called by the Chair when matters of general concern require it and meetings may be cancelled when insufficient business warrants. A meeting of the Department faculty will also be scheduled on written request of 25% of the Department faculty. The Department Chair will make reasonable efforts to schedule the meeting within one week of receipt of the request. Generally, only tenure-track, professional practice, and research faculty attend these meetings; however, associated faculty are welcome to attend in a non-voting capacity. Also, staff and guests are sometimes permitted when they bring particular expertise to the issues under discussion. All faculty members are expected to attend the meetings. When discussing faculty appointments or promotion and tenure decisions, all non-tenure-track faculty are excused from the meeting. The agenda is set by the Department Chair in consultation with the chairs of the Department's standing and ad hoc committees. The Department Chair's assistant maintains records of the meetings and distributes minutes of the meeting to all faculty and staff within one week of the meeting. Department meetings are intended to advance the business of the Department with efficiency and dispatch, and should reflect a spirit of open exchange. Therefore, wide consultation of the faculty by the Chair should characterize all policy matters, and it is crucial that consultation occur prior to the formal consideration of issues by the full faculty. Faculty meetings are intended to foster open and thorough discussion, leading to general agreement. Agreement is best reached when issues are developed thoroughly, in committee or elsewhere, and with wide consultation in advance of their consideration by the faculty. For important strategic issues, the Executive Committee will ordinarily review the matter and advise the chair prior to deliberation or discussion by the full faculty.

When consultation with the faculty reveals an easy consensus, less time for general discussion will be required. The more important the matter to be decided, the more widespread the discussion ordinarily will be. Matters that are of general and critical concern to the faculty should dominate the agenda for Department meetings. These matters ordinarily include such topics as curricular revisions and changes in departmental policies. Procedural matters, and policy matters of more narrow concern, are typically made in standing committees of the Department, special *ad hoc* committees, within the academic areas recognized by the Department, or by the Chair. As noted above, meetings to address faculty appointments or promotion and tenure decisions are attended only by tenure-track faculty.

A quorum is attained when 51% of voting faculty attend the meeting. Faculty must be present at the time of the vote and vote yes or no for the vote to be valid. Abstentions are not votes. Absentee and voting by proxy are not permitted. Mail ballots may be conducted when urgent matters arise and there is insufficient time to call for a faculty meeting. Votes on personnel matters are by confidential ballot. Where votes on other matters are required, any faculty member may request that a confidential ballot be used. Following a confidential ballot, votes are counted by the chair's assistant and announced to the faculty. Special policies pertain to voting on personnel matters, and these are set forth in the Department Appointments, Promotion and Tenure Document. All votes are advisory to the Chair. In cases where the Chair delegates decision-making authority to the faculty, majority rule will apply.

Normally, Department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

### **VIII. Distribution of Faculty Duties and Responsibilities**

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

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

During on-duty semesters, faculty members are expected to be available for face-to-face interaction with students, in person attendance for service assignments, and other responsibilities even if they have no formal course assignment that semester. On-duty faculty should not be away from campus for extended periods of time unless on an approved Special Assignment. Faculty Rule [3335-5-08](#) requires that absence from campus for more than 10 consecutive business days during a semester be approved by the Chair, Executive Dean, and Executive Vice President and Provost.

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

### **A. Tenure-track Faculty**

Tenure-track faculty are expected to engage in research, teaching, and service to the University, the Department, their individual area(s), and the profession. The relative weightings of these respective elements are: research (50%), teaching (30%), and service (20%). While faculty are expected to exercise "self-determination" in conducting research or other scholarly activity, the Chair assigns teaching (in consultation with the Vice-Chair for Instruction and the Area Coordinators) and departmental service. In making these assignments, the Chair will balance the needs of the Department with the preferences of faculty members within the context of the Department's guidelines on faculty duties and responsibilities.

If faculty are engaged in or are assigned efforts that exceed the norm in any one or two of the teaching, research, or service categories by a considerable degree, their workload expectations can be reduced in the remaining category(ies). The Chair is responsible for making all exceptions to the normal workload expectations for faculty. The Chair may decline to approve requests for workload adjustments when approval of such requests is not judged to be in the best interests of the Department. Although there will be variability in effort allocated to the teaching, research, and service areas among faculty, all faculty are expected to make some contribution to each of the three areas. The workload guidelines outlined in this document do not constitute a contractual obligation. Fluctuations in the demands and resources of the Department (College, regional campus) and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

#### **1. Teaching**

Providing high quality graduate and undergraduate education is an essential aspect of the Department's mission. Each faculty member is expected to engage in activities that contribute to the Department's graduate and undergraduate programs including both large service courses as well as specialized honors and graduate seminars. More specifically, over a 3-year period, it is expected that all faculty teach both undergraduate and graduate courses involving direct contact between the faculty member and students at least once a week. Faculty members also are expected to supervise both undergraduate and graduate students in research (e.g., honors theses, master's theses, doctoral dissertations). Unless stated otherwise in a letter of offer, the standard teaching workload for Columbus faculty is defined as 3 formal courses per year. This regular course load assumes that the faculty member has an active research program as defined by the Department's workload guidelines. Faculty who are less engaged in research for any number of reasons can be assigned a "teaching enhanced status" requiring a 4 course load (40% research, 40% teaching, 20% service) or a 5 course load (30% research, 50% teaching, 20% service). Currently, publishing approximately 6 high quality articles over a 3-year period would be sufficient to qualify for a regular faculty teaching load, but other factors are considered (e.g.,

authorship of books and chapters; awarded grants). The Chair will make available to all faculty the specific criteria for being assigned a regular or a teaching-enhanced workload. These criteria are set by the Chair, in consultation with the Executive Committee and Vice Chair for Instruction. The criteria are reviewed periodically and may be adjusted by the Chair, as needed, to address Department teaching needs. No faculty member's teaching activity should fall below 10% effort (i.e., 1 course per year). By college guidelines, faculty cannot reduce their course load to zero as long as they are receiving any support from the University general funds, including in situations where faculty have external grants to buy out of teaching.

It is recognized that the effort required to teach a course is related to a variety of factors such as: the number of students enrolled, the availability of instructional support staff, the nature of the material being taught, the number and type of assignments to be graded, the method of instructional delivery, and other factors. In addition, consideration of effort allocated to teaching includes not only formal classroom teaching, but also non-classroom activities that contribute to the education of graduate and undergraduate students such as mentoring graduate student theses and dissertations, serving on graduate exam committees, advising undergraduates in independent study projects, and serving on undergraduate honors thesis committees.

## **2. Research**

The Department of Psychology is a premier research department and aims to maintain and enhance this status. Thus, faculty are expected to engage in a continuous program of high-quality research that contributes to the advancement of psychology as a science and to the international prestige of the Department. Faculty also are expected to seek external support for their research efforts and to make periodic presentations at regional, national, and international professional meetings. It is also expected that faculty publications will have an impact on the field as assessed by citations to the faculty members' work. Ordinarily, the expectation is that the research program of individual faculty members will result in a minimum of 2-3 peer-reviewed publications, in good journal outlets, per year. Each year, the Chair will provide the faculty with guidelines to document their research productivity for the purpose of qualifying for a standard course load or a teaching enhanced course load. The Chair may grant new faculty members course reductions to facilitate initiation of their research programs.

## **3. Service**

Academic, administrative, and professional services are an integral aspect of faculty responsibilities and thus faculty are expected to devote approximately 20% of their overall effort to university, department, and professional service. Faculty are expected to contribute to the day-to-day operation of their graduate program or cross-disciplinary area(s), serve on one or two departmental committees, and participate in college and university service activities periodically. Faculty also are expected to make contributions to the profession by serving on editorial boards and holding office in professional societies. Service responsibilities will fall disproportionately on tenured faculty, but all faculty are expected to function as good citizens toward the needs of the area, Department, College, and University. On occasion, individual faculty will be called upon to perform extraordinary service to the department, the university, or the field. To the extent that such service (e.g., becoming a journal editor) contributes to the department's overall mission but is unusually time consuming, modifications to one's expected contributions to the teaching or research areas may occasionally be made by the Chair. For



extraordinary service assignments, the faculty member will be responsible for documenting the time commitment associated with such service and, if necessary, justifying the value of this service to the department. Faculty who are engaged in extraordinary service activities can receive a course reduction based on the value of the activity to the Department and the amount of effort involved. However, such course reductions are rare. Faculty who are only minimally involved in service (i.e., significantly less than the expected 20% effort) may be assigned an additional course to help balance the workload in the Department.

#### **4. Special Assignments**

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

Reasonable efforts will be made to award SA opportunities to all deserving faculty members subject to the quality of faculty proposals (their potential benefit to the Department or University), as well as the need to assure that sufficient faculty are present to carry out the teaching needs of the Department. The Chair will evaluate all SA proposals in consultation with the Executive Committee, as needed.

#### **B. Professional Practice Faculty (Assistant Professor; Associate Professor; Professor)**

Professional practice faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. All professional practice faculty are expected to contribute to the Department's teaching/training in courses or instructional situations involving patients or clients, courses or instructional situations involving the simulation of patients or clients, or courses or instructional situations involving teaching of professional skills. The standard teaching assignment for full-time professional practice faculty members is seven courses (or an equivalent amount of training activity) per academic year. Service expectations are similar to those for the tenure-track with consideration given to the experience of the professional practice faculty member and their teaching load. Professional practice faculty will participate in faculty governance but will not be permitted to vote on issues related to promotion and tenure.

#### **C. Research Faculty (Research Asst. Prof; Research Assoc. Prof; Research Prof)**

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

In accord with Faculty Rule [3335-7-34](#), a research faculty member may, but is not required to, participate in limited teaching activities in the area of his or her expertise. However, teaching opportunities for research faculty must be approved by a majority vote of the department tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

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

#### **D. Associated Faculty**

Associated faculty members with lecturer and senior lecturer titles will be hired to help fulfill the teaching mission of the Department, especially for courses at the 1000-3000 level.

The standard teaching assignment for full-time lecturers is eight courses per academic year. Lecturers and senior lecturers who teach 6 or more courses per academic year are expected to devote 10% of their time in service to the Department. The Vice-Chair for Instruction, with approval of the Chair, will define these service commitments, as well as determine specific course assignments, and conduct annual evaluations of associated faculty.

Lecturers with strong teaching performance will become eligible for promotion to senior lecturer, with the possibility of 3-year contracts.

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

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are negotiated between the faculty member and the Chair.

#### **E. Parental Modification of Duties**

The Department of Psychology strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the Department is committed to adhering to College of Arts and Science guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the OHR [Parental Care Guidebook](#) and the [college pattern of administration](#) for details.

Any faculty member requesting modification of duties for childbirth or adoption should work with the Department Chair to develop a solution that is fair to both the individual and the unit while addressing the needs of the university. Modification of duties must be summarized in an MOU that is approved by the Dean.

#### **F. Regional Campus Faculty**

Because the primary mission of the regional campuses is to provide high quality undergraduate instruction and to serve the needs of their communities, the relative emphasis on teaching and, to a lesser extent, service expected of regional faculty will be greater than that of Columbus faculty. Specific course responsibilities for regional campus faculty are determined by the appropriate regional campus Dean in accordance with the written policy of each regional campus. The evaluation of research performance will be conducted by the Department Chair and the Peer Review Committee. The expectation for research productivity will be less than that of faculty on the Columbus campus in quantity but still of high quality (i.e., journal outlets with respectable IFs).

### **IX. Course Offerings and Teaching Schedule**

Area coordinators are responsible for working with individual faculty to develop teaching plans. In October of each year, the coordinator will collect course preferences for the following academic year from faculty members in their area. Area coordinators are responsible for balancing those preferences so that each area offers a coherent and sensible program for graduate and undergraduate students. The Area coordinator acknowledges this by signing-off on the plans of individual faculty. The Vice-Chair for Instruction collects course preferences from area coordinators in November and is responsible for ensuring that the collective area course submissions meet the needs of the Department's graduate and undergraduate curricula. While efforts will be made to accommodate the wishes of the faculty, the Department Chair, in consultation with the Vice-Chair for Instruction and the oversight staff for undergraduate instruction, is responsible for final decisions about teaching, including the courses to be taught, the faculty who will teach them, and the days and times on which they will be taught.

In an effort to comply with College and University rules, the Department requires that undergraduate courses should have a minimum enrollment of at least fifteen and graduate courses should have a minimum enrollment of eight. Courses that do not meet these minimums are likely not to count toward a faculty member's workload and are subject to cancellation (pending a review by the Chair). The Vice-Chair for Instruction and Department Chair will review at least annually the patterns of enrollment in all the Department course offerings and identify offerings that represent a less than optimal use of instructional resources. Courses that are continually below minimum enrollments should not be offered or at least not offered again until there is reason to expect adequate enrollment. Faculty who teach such courses, or whose courses are canceled because of low enrollment, should be assigned other courses. The Chair is responsible for determining whether a scheduled course is to be canceled. Faculty or staff may not cancel courses on their own.

### **X. Allocation of Department Resources**

The Department Chair is responsible for allocation of all Departmental resources such as space assignments, travel funds, copying funds, equipment funds, and so forth. The Chair will review the Department budget at least annually and will discuss with the faculty any significant changes in use of funds across general categories. Final decisions on budgetary matters always rest with the Chair.

Allocations to faculty are based on instructional needs (e.g., course enrollments) and individual merit (e.g., based on ratings from the Peer Review Committee). For example, specific space (labs and offices) belongs to the Department and not to individuals or to program areas. For some departmental resources, decisions on allocations are delegated to Departmental committees (e.g., Equipment, Speakers). Ordinarily, the Chair will engage in greater consultation with the faculty the more valuable the resource to be allocated.

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

## **XI. 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, <https://oaa.osu.edu/policies-and-procedures-handbook> and Office of Human Resources [Policies and Forms website](#).

The Department follows current College and University regulations on leaves and absences. These include Faculty Professional Leaves (FPLs), Absences for Medical Reasons, Discretionary Absences, and Unpaid Leaves of Absence.

### **A. Faculty Professional Leaves**

The Department Chair, in consultation with the Executive Committee, reviews all requests for Faculty Professional Leave (FPL) and makes a recommendation to the divisional Dean based on the quality of the proposal in terms of contributing to the scholarship of the discipline, the future research output of the faculty member, and the likelihood of the leave aiding in receipt of external funding. The ability of the Department to fulfill teaching commitments at the time of the requested leave also will be a critical consideration. In general, FPL proposals should not be used solely to finish existing projects that could be completed in the normal course of activity but should enhance professional development of the faculty member. The combination of an FPL and an SA within the same academic year is discouraged and will generally not be allowed. For additional information on OAA policies regarding FPLs, see the OAA Faculty [Professional Leave Policy](#).

### **B. Absences**

According to Faculty Rules [3335-5-07](#) and [3335-5-08](#), the on-duty period for nine-month faculty is from August 15 to May 15. All members of the teaching staff on duty during a given semester are expected to report for duty, to be available for consultation and organization at least one day before classes begin, and to remain on duty through the examination at the end of the semester. Members of the teaching staff, even during semesters without a formal teaching assignment, who are absent from ordinary service for any cause other than sickness must have the approval of the Chair and, for absences greater than ten consecutive business days, approval of the Executive Dean or designee and the Executive Vice President and Provost. (see Faculty Rule [3335-5-08](#)) and must be requested at [Workday](#). This rule applies to all semesters, whether or not the instructor is teaching a regularly scheduled course. Lengthy absences from the Department during terms in which the faculty member is on duty will be closely scrutinized and may result in loss of Departmental resources (e.g., space, travel assistance, opportunities to compete for new graduate students from the Fellowship pool) at the discretion of the Chair.

#### **1. Discretionary Absence**

Faculty are expected to complete a travel request or an Application for Leave 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 deny a proposed absence request 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.

## **2. Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave 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 accumulated. For additional details see OHR [Policy 6.27](#).

## **3. 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](#).

## **4. Parental Leave**

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

## **XII. Supplemental Compensation and External Professional Activity**

The Department follows current College and University regulations on supplemental compensation and external professional activity. Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#).

The 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 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 remain subject to the Policy on Faculty Paid External Consulting and with appropriate approval, are permitted to engage in paid external work

activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

Should a Department faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him or her, such textbook or material may be required for a course by the faculty member only if the Department Chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member. In determining the appropriateness of the textbook for the course, the Department Chair may solicit input from members of the Executive Committee and/or the Ethics Committee.

### **XIII. Financial Conflicts of Interest Policy**

The Department follows current College and University regulations for faculty regarding financial conflicts of interest. Information on faculty financial conflicts of interest is presented in the university's [Policy on Faculty Financial Conflict of Interest](#).

Faculty members with external funding or otherwise required by university policy 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 VIII above.

### **XIV. 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 formal salary appeal (see Office of Academic Affairs [Policies and Procedures Handbook](#)). The College salary appeals process is described in Appendix C of the [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. Harassment, Discrimination, and Sexual Misconduct**

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

Ohio State's policy and procedures related to affirmative action, equal employment opportunity, and non-discrimination/harassment are set forth in university [Policy 1.10](#).

The university's policy and procedures related to sexual misconduct are set forth in OHR [Policy 1.15](#).

## **E. Violations of Laws, Rules, Regulations, or Policies**

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

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

Student complaints about courses and/or faculty normally will be brought to the attention of individual faculty member first. In receiving such complaints, faculty should treat students with respect regardless of the perceived merit of the complaint and provide a considered response. When students bring complaints about undergraduate courses and instructors to the Department Chair, the Chair will consult with the Vice Chair for Instruction and, if appropriate, the Director for Undergraduate Programs. The Vice Chair then will ascertain whether or not the student requires confidentiality. If confidentiality is not required, the Vice Chair will investigate the matter fully and fairly and provide a response to both the student and affected faculty. If confidentiality is required, the Vice Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student on options to pursue without prejudice. See Faculty Rule [3335-8-23](#). Any complaints about graduate courses or faculty will be referred to the Chair of the Graduate Studies Committee or other member of the committee if there is a perceived conflict for the Chair.

Faculty complaints regarding students must always be handled in accordance with University rules and policies. Faculty should seek the advice and assistance of the Department Chair and

others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the [Committee on Academic Misconduct](#). See also Faculty Rule [3335-23-05](#).

### **G. Academic Misconduct**

In accordance with the [Code of Student Conduct](#), faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct.