

PATTERN OF ADMINISTRATION
DEPARTMENT OF PSYCHOLOGY
Revised – July 28, 2017
OAA Approved November 27, 2017

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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 its guidelines and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the University to which the Department and its faculty are subject. The latter rules, policies, and procedures, and changes in them, take precedence over statements in this document.

This 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 have to 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. All revisions are subject to approval by the College and the Office of Academic Affairs.

II. Mission Statement

The Ohio State University aspires to be among the world's truly great universities—advancing the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge. Four core elements are seen as critical components in terms of achieving the University's goal: Becoming a national leader in the quality of our academic programs; becoming universally recognized for the quality of the learning experience we offer our students; creating an environment that truly values and is enriched by diversity; and expanding the land-grant mission to address our society's most compelling needs. The Department of Psychology defines its mission within those guidelines and with the intent of assuming a position nationally and internationally as one of the premiere research departments of psychology.

The Department of Psychology at Ohio State is dedicated to the continuing pursuit of excellence in research, in teaching, and in service to the profession, university, citizens of Ohio, and the nation. The Department is committed to being at the forefront of the creation, transmission, and application of new knowledge regarding psychology and its relation to brain and behavior and to educating psychological scientists of the 21st century. The foundation of the Department's mission is research. Research informs our teaching and service activities, and is itself a specialized form of teaching that guides students and faculty in their search for new knowledge in psychological and brain sciences. The undergraduate mission, centered on psychology's role as a pivotal social and life sciences discipline, focuses on maintaining a high quality undergraduate major, currently the second largest at the university (as well as providing a significant amount of the coursework for ASC's undergraduate Neuroscience degree). The

graduate mission is focused upon achieving international distinction in research and training for each of the specialty areas and cross-disciplinary tracks offered by the Department. Both the undergraduate and graduate programs are research intensive in emphasis and thus provide unique opportunities for its students to learn both inside and outside of the classroom.

III Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, <http://oaa.osu.edu/rightsandresponsibilities.html>.

IV. Faculty

The faculty of the Department of Psychology is composed of various categories of faculty as defined by Faculty Rule 3335-5-19 (<https://trustees.osu.edu>).

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 who have appointments involving at least 50 percent funded appointment in the Department of Psychology.

B. 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 track faculty shall be engaged in funded research related to the mission and goals of the Department.

C. Clinical Faculty

Clinical Faculty are comprised of all persons with the title of Clinical Professor of Psychology, Clinical Associate Professor of Psychology, and Clinical Assistant Professor of Psychology. These are non-tenure-track fixed term contract positions. Clinical faculty are engaged in teaching practitioner-oriented courses and service related to the mission and goals of the Department.

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) 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, Dean, and Provost recommend for emeritus status. It is expected that emeritus faculty will make some substantive contribution to the Department though they do not play a role in departmental governance.

G. Voting Privileges

Voting privileges on departmental matters are extended to members of the tenured and tenure-track Departmental faculty as well as Clinical Faculty (on issues not related to tenure-track appointment, promotion and tenure 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 its academic mission. These support staff include fiscal officers, human resource personnel, administrative assistants, technical staff, academic advisors, clinical staff, and so forth. 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, members of doctoral program areas normally would be consulted prior to hiring of an area associate serving that area, faculty with grants normally would be consulted prior to hiring a grants administrator, the Undergraduate Studies Committee normally would be consulted prior to hiring undergraduate advisors, and so forth.

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 the already established (Decision Psychology) or the new cross-disciplinary tracks to be established in the Department (Cognitive-Computational Neuroscience; Behavioral Genetics; and Clinical

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 the advice of the Executive Committee and either the Graduate or Undergraduate Studies Committee, depending on which is more relevant. However, the nature and importance of any individual matter determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided and the more faculty affected, the more widespread the consultation and agreement on a decision should be. 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, www.trustees.osu.edu/rules/university-rules.html.

In Psychology, the duties of the Chairperson are:

1. To have general administrative responsibility for the psychology program, subject to the approval of the 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, and that such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole.
 - 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 before the departure occurs. 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. Prepare, after consultation with the faculty and in accordance with the pattern of administration, 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. 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.

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

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

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

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 will coordinate all aspects of the Department's teaching mission. The second Vice Chair focuses on Faculty and Staff Evaluations 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 at certain occasions where 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 worked out on an individual basis in accord with College policies.

C. Graduate Program Areas

1. The academic organization of the Department includes most of the traditional graduate specialty areas in psychology. Currently, the seven core specialty areas are Behavioral Neuroscience, Clinical, Cognitive, Developmental, Intellectual and Developmental Disabilities, Quantitative, and Social. The Department also offers a cross area specialization in Decision Psychology and several others are being planned (see Section pt #3 below).
2. Individual faculty members will have an affiliation with one of the seven core areas, although affiliation with multiple core areas and cross-area specializations is also encouraged wherever appropriate. Area members will always have considerable input into 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. Graduate students in these tracks will be expected to identify at least two mentors. Currently, the Department offers a cross-area training program in Decision Psychology (with several others under consideration, including; Behavioral Genetics; Translational-Clinical Neuroscience; and Cognitive-Computational Neuroscience).
4. The faculty in each core area and cross-disciplinary area have the primary responsibility for graduate education and training in that specialty field, including course requirements, admission of graduate students, candidacy examinations, etc., within the broader sets of 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 Graduate Studies Committee). Traditional areas as well as cross-disciplinary areas will be encouraged to have similarly timed program landmarks for progress toward degree (i.e. when to complete the candidacy exam, masters degree, thesis proposal, etc...).
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 appoints a 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 the areas' suggestions for membership on some or all of the standing committees. With the exception of the elected Peer Review Committee, the Chair then will form the committees for the following year based upon these nominations along with the Chair's evaluation of the enthusiasm/expertise 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 Departmental Chair. In certain committees, such as Graduate Studies, there is a graduate student member who is typically the elected chair of the Psychology Graduate Student Association.

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 ones that currently comprise the departmental committee structure. Although this committee structure describes the current situation, 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.
2. **Development Committee:** This committee is charged with everything related to communicating the activities of the Department to the 'outside world,' including publishing/distributing a Departmental newsletter, updating the Department's website, alumni relations and identifying/nurturing donor activity.
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, etc., related to diversity. Its charge also includes the promotion of diversity among departmental faculty and staff.

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.

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 deals with 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 two faculty Co-Chairs (although each Chair will oversee discussions of all issues facing the Committee, one of these Chairs will be more responsible for curricular issues and the other Graduate School Stipends). There will also be two graduate students (pre-candidacy & post-candidacy) appointed to this committee. It is the responsibility of this committee to coordinate and review all graduate programs in the Department and make recommendations regarding their retention and revision. 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 person 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 the academic areas; 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. **Peer Review Committee.** Early in each calendar year, this committee, led by the Department Chair, is charged with reviewing the teaching, research, and service activities of all faculty and conveying performance evaluations to the Chair. A document outlining the procedures and criteria used by this committee to evaluate research, teaching, and service will be made available to all faculty by the Department Chair. At a minimum, the committee evaluates all faculty based on information submitted in the Annual Activity Report. 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, etc.). The committee will have at least three meetings one each devoted to

assessing research, teaching, and service performance. For Columbus faculty, the committee's evaluations are used as input to 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 and four elected members of the tenured Columbus faculty, though only elected members make ratings. One member from among the tenured regional campus faculty members also is elected but only participates in the research evaluation meeting. The Vice-Chair for Instruction participates in the meeting evaluating teaching activities but does not vote in the ratings (just taking notes to assist in writing teaching evaluations in annual letters to faculty). Appointments to the committee should ensure that there is wide representation across the academic areas of the Department. Members must be tenured and serve two-year terms [appointments are staggered so that two members rotate off each year]. Members cannot stand for re-election until they have been off the committee for two years.

9. **Promotion and Tenure Committee.** This committee, described in more detail in the Appointments, Promotion and Tenure Document, is charged with the responsibility of compiling, describing, and presenting to the full Committee of Eligible Faculty (all tenured professors in the case of candidates for tenure and promotion to the rank of Associate Professor, and all Professors in the case of candidates for promotion to the rank of Professor) cases for tenure and promotion in the Department. The committee also coordinates the process of fourth year reviews of Assistant Professors. All members are appointed by the Department Chair. The Department's Vice Chair for Faculty Evaluation serves as the chair of this committee and is ultimately responsible for preparing all P&T reports and documents for individual candidates.

10. **Psychological Services Committee.** This committee, consisting of at least one member from the clinical area, is charged with operating the Psychology Department Clinic. The clinic is used primarily for treating members of the University community and as practicum training for students in the clinical graduate program. The committee makes recommendations to the Chair regarding the Director of the Clinic.

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

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

13. **Teaching Review/Mentor Committee.** The purpose of this committee is to provide teaching mentorship and review for tenure-track faculty during the pre-tenure probationary period. Membership of the Committee will be selected (4-8 persons depending upon the number of tenure candidates, 2 reviewers/candidate) from the group of faculty in the Department (Columbus and Regional campuses) who have won teaching awards at the Departmental, College, or University (Alumni) levels and those Clinical Faculty who hold positions associated with pedagogical expertise. See Departmental APT document for further details.

15. 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, defining the learning goals and assessing our degree of achievement of these goals, and other undergraduate programming (e.g., the Honors curriculum, science fairs, Psi Chi activities, undergraduate research opportunities, etc.). This committee also makes recommendations to the Department Chair and faculty concerning retention and revision of the undergraduate curriculum. Changes in the undergraduate curriculum are to 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) three tenure-track faculty from different academic areas, appointed by the Department Chair, b) 1 regional faculty member, c) 1 lecturer or Associated Faculty member, and d) 1 Program Director from the undergraduate curriculum.

D. Special and Liaison Committee Appointments

In addition to the standing committee structure, various ad hoc committees may be appointed by the Chair. 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. Department Computer Labs
2. University Honors Program
3. University IACUC (Animal Care)
4. Department Psi Chi/Psychology Club
5. SBS Curriculum Committee
6. SBS IRB

E. Faculty Meetings

Four faculty meetings per academic semester (one each month) are scheduled by the Department Chair in advance of each semester. 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 have the meeting take place within one week of receipt of the request. **Generally, only tenure-track and clinical faculty attend these meetings; however, associated faculty, 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. 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 is responsible for assigning a staff member to maintain records of the meetings (these minutes are distributed to appropriate faculty upon request). 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 faculty appointments, promotion and tenure decisions, curricular revision, changes in important departmental policies, and the like. Procedural matters, and policy matters of more narrow concern, are typically made in standing committees of the Department, special *ad hoc* committees, in the academic areas recognized by the Department, or by the Chair.

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 taken on certain issues when urgent matters arise and there is insufficient time to call for a faculty meeting. Votes on personnel matters are by secret ballot. Where votes on other matters are required, any faculty member may request that a secret ballot be used. Following a secret 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's 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

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. 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 (<https://trustees.osu.edu>) 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.

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. Even though there will be some variation 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 here 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.

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 (http://oaa.osu.edu/assets/files/documents/conflict_of_commitment.pdf).

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 are also expected to supervise both undergraduate and graduate students in research (e.g., honors theses, masters 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 formal workload guidelines. Faculty who are less engaged in research for any number of reasons can be assigned a "teaching enhanced status" which can require a 4 (40% research, 40% teaching, 20% service) or a 5 (30% research, 50% teaching, 20% service) course load. 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 Instructional Services. The criteria are reviewed periodically and could be adjusted in response to significant trends in falling enrollments that were not reversed by other measures. 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. Faculty who are only minimally involved in service (i.e., significantly less than the expected 20% effort) may be assigned an additional course to even out the workload in the Department. In addition, the Chair can grant new faculty members some course reductions to facilitate initiation of their research programs. A faculty member's teaching activity should not fall below 10% effort (i.e., 1 course per year). By college guidelines, faculty cannot reduce their course load to zero, even with grants, as long as they are receiving any support from the University general funds.

It is recognized that the effort required to teach any given 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, serving on undergraduate honors thesis committees, and so forth.

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 information about procedures for assessing the extent of their research productivity for the purpose of qualifying for a standard course load or a teaching enhanced course load.

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 can 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. In cases where a faculty member's service is unusually low, the chair can assign an additional course to constitute a full work load.

4. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). 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 Department's Executive Committee will evaluate all SA proposals and make recommendations to the Chair.

B. Clinical Faculty (Assistant Professor; Associate Professor; Professor)

Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. All clinical faculty are expected to contribute to the Department's teaching 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 clinical faculty members is seven courses per academic year. Service expectations are similar to those for the tenure-track with consideration given to the experience of the clinical faculty member and their teaching load. Clinical 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 (<http://trustees.osu.edu>),

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 each research track faculty member must be approved by a majority vote of the TIU's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

Research 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.

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.

There is an advancement plan for lecturers that over time with strong teaching performance will result in promotion to senior lecturer with eligibility to obtain 3 year contracts

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

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.

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

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 the College of Arts and Science's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the college pattern of administration at (<http://oaa.osu.edu/governance.html>) for details.

The faculty member requesting the modification of duties for childbirth/adoption and the Department Chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the Dean.

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. Regional campus faculty members' specific course responsibilities 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 Chair of the TIU 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 (ie. journal outlets with respectable IFs; i.e. > 2.0).

IX. Course Offerings and Teaching Schedule

Area coordinators are responsible for working with individual faculty to develop teaching plans. The coordinator will collect course preferences from faculty members in their area in October of each year for the following academic year. Area coordinators are responsible for balancing those preferences so that each area offers a coherent and sensible program for graduate and undergraduate students; acknowledging 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 contribute to 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's 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 discuss the Department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the Chair.

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

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's 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 in 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's teaching commitments to accommodate the leave at the time requested 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 lead to the professional development of the faculty member. The combination of an FPL and an SA within the same academic year are discouraged and will generally not be allowed. For additional information on OAA policies regarding FPLs, go to: <http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>.

B. Absences

According to Faculty Rules 3335-5-07 and 3335-5-08 (<https://trustees.osu.edu/index.php?q=university/facultyrules>), 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 and 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, Executive Dean, and for absences greater than ten consecutive business days, the Executive Vice President and Provost. This rule applies to all semesters, whether or not the instructor is teaching a regularly scheduled course. A faculty member who is going to be off campus or to miss regularly scheduled duties must inform the Chair for approval. If the absence is more than 10 consecutive business days, it must be approved by the Dean and the Provost (see Faculty Rule 3335-5-08, <http://trustees.osu.edu>) and must be requested at <https://eleave.osu.edu/>. Lengthy absences from the Department during terms in which the faculty member is on duty will be closely scrutinized and may be accompanied by loss of Departmental resources (i.e. 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 (<https://eleave.osu.edu>) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Chair retains the authority to disapprove a proposed absence when it

will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial.

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 banked. For additional details see OHR Policy 6.27, <http://hr.osu.edu/policy/policy627.pdf>.

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, <http://hr.osu.edu/policy/policy645.pdf>.

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 (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>).

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.

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 (<http://oaa.osu.edu/assets/files/documents/financialconflictinterest.pdf>).

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 more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>). The College's salary appeals process is described in Appendix C of its pattern of administration at <https://oaa.osu.edu/governance.html>.

Staff members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter should contact Consulting Services in the Office of Human Resources (www.hr.osu.edu/).

B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <http://trustees.osu.edu/rules/university-rules.html>.

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <http://trustees.osu.edu/rules/university-rules.html>.

D. Sexual Misconduct

The university's policy and procedures related to sexual misconduct are set forth in OHR Policy 1.15, <https://hr.osu.edu/public/documents/policy/policy115.pdf>.

E. Student Complaints

With respect to student complaints about courses and/or faculty, these normally will be brought to the attention of individual faculty members first. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Department Chair, the Chair will 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 students require confidentiality. If confidentiality is not required, the Vice Chair will investigate the matter fully and fairly and provide a response to both the students 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. 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 www.oaa.ose.edu/coam/home.html and www.senate.osu.edu/COAMDuties.pdf)

F. Code of Student Conduct

In accordance with the Code of Student Conduct (<https://trustees.osu.edu/rules/code-of-student-conduct/>), faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct.