

PATTERN OF ADMINISTRATION

**DEPARTMENT OF MARKETING AND LOGISTICS
FISHER COLLEGE OF BUSINESS
THE OHIO STATE UNIVERSITY**

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**PATTERN OF ADMINISTRATION
DEPARTMENT OF MARKETING AND LOGISTICS
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PATTERN OF ADMINISTRATION DEPARTMENT OF MARKETING AND LOGISTICS

I. Introduction

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

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

II. Department Mission

The mission of the Department of Marketing and Logistics is to be the finest center of marketing and logistics education in the world. We will provide intellectual leadership through excellence in teaching, research, and service. In teaching, we will provide undergraduate, masters, Ph.D., and executive education students with the skills and values that will permit them to become successful leaders in business, educational institutions, and other influential organizations. In research, we seek to contribute to knowledge by publishing in and leading the most prestigious journals in our fields and core disciplines. In service, we will hold leadership positions and contribute to national and international professional organizations, the most prestigious journals in our fields and to The Ohio State University.

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

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

Tenure-track faculty titles are assistant professor of Marketing and Logistics, associate professor of Marketing and Logistics, and professor of Marketing and Logistics. Tenure-track faculty may vote in all matters of department governance.

Clinical faculty titles are assistant professor of clinical Marketing and Logistics, associate professor of clinical Marketing and Logistics, and professor of clinical Marketing and Logistics. Clinical faculty can comprise no more than 20% of the total faculty. Clinical faculty may vote in all matters of department governance except promotion and tenure decisions and hiring for tenure faculty, and other issues related to the research mission of the department. The college APT document provides further details on decision rights afforded to clinical faculty members.

Associated faculty include senior lecturers, lecturers, and faculty joint appointees with FTEs below 50%. Associated faculty and emeritus faculty are invited to participate in department discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any governance matter.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the Fisher College of Business Appointments, Promotion and Tenure (APT) document.

V. Organization of Department Services and Staff

Academic Program Coordinator: this staff member is responsible for academic planning for the department, budget and fiscal maintenance, and acts as a liaison between faculty and various administrative offices (HR, Fiscal, etc.). This staff member supervises the program assistant and student assistants and also works on special projects at the discretion of the chair.

Program Assistant: this staff member is supervised by the Academic Program Coordinator and is responsible for day-to-day operations of the office that include travel authorizations, procurement, inventories, printing, and copying services. This staff member also provides faculty support and works on special projects at the discretion of the chair.

VI. Overview of Department Administration and Decision-Making

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

VII. Department Administration

A. Chair

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

procedures pertinent to promotion and tenure. The Department of Marketing and Logistics adheres to the Fisher College of Business document.

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

- Provide general administration for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- Plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- Evaluate and improve instructional and administrative processes on an on-going basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- Evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department, and to place in that file a response to any evaluation, comment, or other material contained in the file.
- Recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in [Faculty Rule 3335-6](#) and the Fisher College of Business Appointments, Promotion and Tenure document.
- Ensure that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
- Provide or facilitate supervision, advocacy, and training to all members of the faculty and staff who may profit by such assistance.

Day-to-day responsibility for specific matters may be delegated to others, but the chair retains final responsibility and authority for all matters covered by this Pattern, subject

when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

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

B. Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The chair is an ex officio member of all department committees and may vote as a member on all committees except the Committee of Eligible Faculty in promotion and tenure matters.

There are two general types of departmental committees – standing committees and ad hoc committees. A list of standing committees and their primary responsibilities follows. With the exception of the Department Executive Committee, membership in standing committees, and their chairs, are assigned by the department chair from faculty in the department after consultation with the faculty, and members serve one year terms. Members of the Department Executive Committee are selected by a vote among the faculty and serve three year terms. Committees report to the department at faculty meetings and seek consultation of the faculty as a whole in their activities.

Ad hoc committees may be formed as needed to carry out department business. Ad hoc committees may be formed for recruiting, curriculum, new programs, and any other reason deemed necessary by the faculty in conjunction with the Chair. If needed, they will be formed by the department chair after faculty consultation.

i. Department Executive Committee (DEC)

The purpose of this committee is to advise the chair on matters deemed important to the department, especially those pertaining to policy. The committee will consist of three members who are elected by the voting faculty at the beginning of the academic year, with the department chair serving as the committee chair. Each tenure-track and clinical faculty member will be permitted to cast one vote for one tenured faculty member within the research subgroup with which they most closely identify, Consumer Behavior (CB), Logistics, or Quantitative Marketing. The individuals who receive the most votes within each category shall serve a two-year term on the DEC, and the chair of the department will be an ex officio member. The department faculty reserve the right to adjust and/or add to the research subgroups as need be over time; in such cases, committee membership may be extended to include additional faculty representatives.

The Department Executive Committee is responsible for consulting with and advising the Marketing and Logistics Department Chair on matters of strategic vision and action, including, but not limited to:

- Faculty recruitment (recruiting needs and search committee formation)
- Promotion and tenure (case preparation)
- Teaching assignments and curriculum
- Department events and scheduling
- PhD recruitment and mentoring

Meet four times annually to best accommodate the discussion of the above matters. (Suggested frequency: August, November, February, and May)

ii. Ph.D. & Research Committees

This committee ~~iss-are~~ responsible for recruiting and recommending the admission of doctoral students majoring in marketing and logistics and helping them pursue a program of study that is consistent with Department of Marketing and Logistics, college and university policies and procedures. The Ph.D. & Research committee monitors Ph.D. student performance and develops and proposes changes in the program to the faculty. The committee is responsible for discussing and making recommendations for the research paths and endeavors of the department. This also includes assigning Ph.D. students to faculty members for research assistance. The committee also develops research initiatives and organizing research talks and seminars.

Subcommittees for the committee: Marketing, Logistics. Traditionally, each subcommittee has had 3-5 members. The faculty and the department chair reserve the right to change the composition and membership of subgroups in response to academic needs.

The Marketing and Logistics PhD Program Committees ~~isare~~ responsible for recommending new PhD student admissions, overseeing PhD curriculum, advising PhD students, and acting as the department liaison with the college PhD program.

Meet at least as once during each Autumn and Spring semester.

iii. Graduate Program Committee

The committee is responsible for policy and curricular issues related to the department's graduate level courses. This includes reviewing course offerings to ensure that learning objectives are addressed consistently across sections and without overlap between courses. The committee is also responsible for reviewing faculty proposals for new courses and proposing any necessary curricular updates to the department faculty.

Subcommittees for the committee: Marketing, Logistics

The Marketing and Logistics PhD Program Committees are responsible for recommending new PhD student admissions, overseeing PhD curriculum, advising PhD students, and acting as the department liaison with the college PhD program.

Meet at least as once during each Autumn and Spring semester.

iv. Undergraduate Program Committee

The committee is responsible for policy and curricular issues related to the department's undergraduate level courses. This includes reviewing course offerings to ensure that learning objectives are addressed consistently across sections and without overlap between courses. The committee is also responsible for reviewing faculty proposals for new courses and proposing any necessary curricular updates to the department faculty.

Subcommittees for the committee: Marketing, Logistics

The Marketing and Logistics Undergraduate Program Committees are responsible for reviewing syllabi, ensuring consistency between course sections, verifying that proper objectives are covered and that cases are not used in multiple courses. When necessary, the committees are responsible for assisting the college with Assurance of Learning activities. The Marketing and Logistics Undergraduate Program Committees also manages any clusters or tracks designated by the GPO.

Meet at least as once during each Autumn and Spring semester.

VIII. Faculty Meetings

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

Special policies pertain to voting on personnel matters, and these are set forth in the Fisher College of Business Appointments, Promotion and Tenure document.

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

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

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

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

IX. Distribution of Faculty Duties and Responsibilities

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

During on-duty periods, faculty members are expected to be available for interaction with students, research, and departmental meetings and events even if they have no formal course assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XII) or on approved travel.

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

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty 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 department chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the [OAA Policy on Faculty Conflict of Commitment](#).

A. Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university's mission via teaching, scholarship, and service. Faculty members are expected to document their contributions during the annual review process. Evaluation of faculty contributions to these three areas will be conducted in accordance with the Fisher College of Business [APT document](#) and Distribution of Faculty Duties and Responsibility: Workload Policy, as presented in the [Fisher College of Business Pattern of Administration](#). When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected.

i. Teaching

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard teaching assignment for full-time tenure-track faculty members is three 3-credit courses (or equivalent) per academic year. Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies, theses, and dissertation work.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course. The standard teaching assignment may also vary for individual faculty members based on their research and/or service activity with consultation with the Associate Dean of the College.

The chair is responsible for making teaching assignments on an annual basis, and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department. All faculty members must do some formal instruction and/or advising over the course of the academic year unless the faculty has been approved for sabbatical (FPL) by the University or has done excessive teaching in the recent past at the direction of the chair.

In the Department of Marketing and Logistics, the undergraduate program, graduate program, and Ph. D. & research committees are consulted for their recommendations about course offerings and schedules, and the offerings and schedules are recommended by the department chair to college program chairs.

The need to increase or decrease course loads for faculty members will be determined by the chair in consultation with the Associate Dean of the College. More information on these policies can be found in the college Pattern of Administration's [Distribution of Faculty Duties and Responsibility: Workload Policy](#).

Hybrid and Online Courses. Faculty may choose to conduct their course using an in-class, hybrid, or online format, as defined by the university, with approval from

the course's respective curriculum committee, the chair, and the appropriate programs office and the program associate dean. Any required university approvals of the course will also be sought. For approval, the faculty must provide a syllabus and written proposal for how their course will satisfy the requirements of an online or hybrid course as outlined by the university. For example, past courses have added online modules/assignments, quizzes, simulations, online discussions, and/or have 'flipped' the class. Just like an in-person course, online and hybrid courses should have regular (usually weekly) interaction between the student and instructor.

ii. Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the college's Appointments, Promotion, and Tenure document. A faculty member who is actively engaged in scholarship will be expected to publish regularly in high-quality peer-reviewed journals or other appropriate venues. Faculty members are also encouraged to seek extramural funding that can support academic and basic research as well as appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

Faculty members appointed to Discovery Themes or joint appointments may receive additional input on scholarly performance from the director or academic lead for their respective Discovery Theme or chair of joint appointment department. The faculty member is expected to document activities and contributions related to the Theme/joint appointment for each academic year. This document is shared with both the department chair and the Discovery Theme director as a component of the faculty annual review. If the Discovery Theme director/joint appointment chair then provides the department chair with an evaluation of the faculty member's contributions for that year, this evaluation is also incorporated in the chair's annual review of the faculty member.

The chair of the department evaluates the scholarship and research output of faculty members, with consultation from DEC members, and adjusts the assignments according to college standards. More information on these policies can be found in the college Pattern of Administration's [Distribution of Faculty Duties and Responsibility: Workload Policy](#).

iii. Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession, and community. Typically this will include service to committees within the department and outside of the department.

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, research talks, and other department events.

The chair of the department evaluates the service of faculty members and adjusts the assignments according to college standards. More information on these policies can be found in the college Pattern of Administration's [Distribution of Faculty Duties and Responsibility: Workload Policy](#).

B. Clinical Faculty

Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for tenure faculty members. The standard teaching assignment for full-time clinical faculty members is seven 3-credit courses (or equivalent) per academic year. The standard teaching assignment may vary for individual faculty members based on their service activity.

C. Associated Faculty

Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments. Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for full-time visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members, but with no service obligations.

In accord with [Faculty Rule 3335-5-19](#), lecturers' and senior lecturers' responsibilities are limited to formal course instruction. The standard teaching assignment for full-time lecturers is seven 3-credit courses (or equivalent) per academic year. The standard teaching assignment may vary for individual lecturers based on their service activity. See the college POA (<https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure>) for more details of the workload assignment.

D. Parental Modification of Duties

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

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

X. Course Offerings and Teaching Schedule

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. Every effort will be made to accommodate the individual preferences of faculty and maximize efficiency by minimizing the number course preps; however, the department's first obligation is to offer the courses needed by students at times and in formats, including online instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by [Faculty Rule 3335-8-17](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

XI. Allocation of Department Resources

The chair is responsible for the fiscal and academic health of the department and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of department goals.

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.

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

The allocation of office space will include considerations such as achieving proximity of faculty in sub-disciplines and productivity and grouping staff functions to maximize efficiency. Priority to office locations on the floor hosting the departmental office (fifth floor of Fisher Hall) will be assigned to tenure-track faculty and, to the extent possible, doctoral students.

The allocation of salary funds is discussed in the college's [Appointments, Promotion and Tenure document](#).

The department gives all tenure-track and clinical faculty members a yearly Independent Spending Account (ISA) which will serve as a source of travel funds. Any travel expenditures exceeding the amount of the ISA should be brought to the attention of the chair for approval. Any requests for special funding for travel should be made to the chair at least 30 days prior to the intended departure date.

XII. Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in OAA's [Policies and Procedures Handbook](#) and the Office of Human Resources (OHR) [Policies and Forms website](#). The general categories for leaves are summarized below.

A. Discretionary Leave

Faculty members are expected to complete a travel request or an [Application for Leave form](#) well in advance of a planned absence (including for attendance at a professional meeting or to engage in consulting) to provide time for its consideration/approval and to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the college 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. [Faculty Rule 3335-5-08](#) requires that OAA approve any discretionary absence longer than ten consecutive business days.

B. 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 inform the department chair promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used, not banked. For additional details, see [OHR policy 6.27](#).

C. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in [OHR policy 6.45](#). A faculty member may request an unpaid leave for personal or professional reasons. Professional reasons include the opportunity to take a temporary paid position outside the university that will enhance professional development and increase the faculty member's value to the academic unit on return. A faculty member applying for unpaid leave should submit a written request for the absence as far in advance as feasible since such leaves require approval by the department chair, dean, and OAA. Among other factors, approval will be based on the ability of the department and the college to cover the faculty member's responsibilities, and the implications of the leave on furthering the missions of the department and the college.

D. Faculty Special Assignments

A Special Assignment (SA) redistributes some of the regular duties of a tenure-track faculty member for a period of up to one full semester so that he or she may concentrate on a unique research, teaching, or service endeavor or invest in a relatively brief professional development opportunity. A Special Assignment may be completed on campus or away from campus. Since the faculty member is not on leave, but rather on full-time duty with

the university during a Special Assignment, he or she is not permitted to receive compensation from another institution other than approved paid external consulting. The Special Assignment also does not change the faculty member's promotion schedule nor the annual performance evaluation standards. The department and the college adhere to the procedures specified in OAA's policy on [Faculty Special Assignment](#).

The department's tenure-track faculty will evaluate all SA proposals and make recommendations to the chair. The chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

E. Faculty Professional Leave

The Faculty Professional Leave (FPL) program was created to give long-serving tenured faculty a period of uninterrupted time (one or two semesters) to invest in their professional development. FPL proposals generally emphasize enhancement of research skills and knowledge – see OAA's policy on [Faculty Professional Leave](#).

The procedure for applying for an FPL for college faculty is as follows. The interested faculty member must complete OAA's [Application for Faculty Professional Leave](#). The faculty member must also submit a written request for the absence, clearly stating the purpose and duration of the leave. FPL proposals for a particular year must be submitted no later than the end of the Autumn Semester of the preceding year. Exceptions to this timing can be granted if unexpected opportunities arise. But, even in these cases, proposals should be submitted to the department chair at least three months prior to the start of the proposed leave in order to meet deadlines for subsequent approvers. The chair's recommendation to the dean or the dean's designee discusses the merits of the proposal, the potential benefits to the department and to the faculty member, and the ability of the department to accommodate the leave at the time requested. An FPL requires approval from department chair, college dean, OAA, and Board of Trustees.

F. Parental Leave

The university and the college recognize the importance of parental leave to faculty members. The details are provided in the university's [Parental Care Guidebook](#), the [Paid Leave Programs policy 6.27](#), and the [Family and Medical Leave policy 6.05](#). In the event of the birth or adoption of a child, the Parental Leave policy allows faculty members who have been employed with the university for at least twelve months to use six weeks of paid leave as the birth mother, and three weeks of paid leave as the father, domestic partner, employee using a surrogate, or adoptive parent. In addition, when combined with the Family and Medical Leave policy, faculty members can extend the total leave to a maximum of twelve weeks. The college also provides assistance and flexibility to faculty to manage their workload during parental leave as provided for in the college's workload policy. During parental leave, faculty are not expected to sit on committees for the

academic year and the year of their leave will not be used to negatively affect their annual assessment.

XIII. Supplemental Compensation and Paid External Consulting

Information on faculty supplemental compensation is presented in OAA's policy on [Faculty Compensation](#). Information on compensation for external consulting is presented in OAA'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 and, where appropriate, the dean, 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 or college. 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. Individuals who fail to adhere to the university's policies on these matters, including seeking approval for external consulting, will be subject to disciplinary action.

Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the Policy on 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 (1) the faculty department chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

XIV. Financial Conflicts of Interest

The college adheres to the university's policy on [Faculty Financial Conflict of Interest](#). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting, or reporting research.

Faculty members are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty

who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action. In addition to financial conflicts of interest, faculty must also disclose any other conflicts of commitment that arise in relation to consulting or other work done for external entities.

XV. Grievance Procedures

A faculty or staff member with grievance should discuss the issue with the department chair or supervisor who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. The procedures for the review of specific types of complaints and grievances are summarized below.

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 following procedures detailed in OAA's [Policies and Procedures Handbook](#), Volume 1, Chapter 3.

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

B. Faculty Misconduct

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

C. Faculty Promotion and Tenure Appeals

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

D. Sexual Misconduct

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

E. Student Complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the

department chair, the chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair or the committee designated by the department for this purpose will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

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