

Department of Human Sciences

Pattern of Administration

Submitted by
Carl M. Maresh, Chair
Department of Human Sciences
College of Education and Human Ecology
The Ohio State University

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This Pattern of Administration (POA) document provides a brief description of the Department of Human Sciences, and its policies and procedures. It supplements College of Education and Human Ecology (EHE) policy, 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 document represents the first POA developed for the Department of Human Sciences, and it is subject to continuing revision. It was developed in consultation with the faculty and 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 EHE Dean's Office and the Office of Academic Affairs.

Mission

The Department of Human Sciences enhances the health and wellbeing of individuals, families and communities through basic and applied research in the areas of consumer sciences, human development, family science, human nutrition, and kinesiology. We prepare students and professionals by incorporating cutting-edge research and innovation with the learning process. The diversity of our scholarship and educational activities cultivate and promote multidisciplinary collaboration among our program areas and OSU extension, and the broader university community, in ways that other departments cannot.

The Department shares the mission and vision encompassed in the core values of the College of Education and Human Ecology: research, educating students, preparing professionals, diversity and equity, civility, collaboration, professional development, policy formation, technology, and honoring the land-grant mission. While some of these values are more integral to the department's scholarship and teaching, all pertain to a proper definition of professional service in the University, the state and nation, and the world community.

In pursuit of these ends and values, the Department strives to adhere to the democratic principles of equity and shared governance.

Vision

The educational, scholarship, and outreach activities of the Department of Human Sciences will enhance the health and wellbeing of individuals, families and communities, improving the way they live their lives.

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 at: (<http://oaa.osu.edu/rightsandresponsibilities.html>).

Faculty

Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>) 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, faculty members are defined as tenure-track and clinical faculty who are serving appointments totaling at least 50% in the department.

These faculty members of the Department are eligible to vote, however, department faculty may vote to extend department governance rights to associated faculty who do not meet this criteria. Governance participation by faculty not eligible for tenure shall be consistent with university rules, and with the provisions of university rules 3335-7, 3335-7-04, and 3335-5-19. Rules of the Graduate School are followed for appointments to the Graduate Faculty of the department.

The Department of Human Sciences makes clinical appointments. Clinical faculty titles are assistant professor of clinical Human Sciences, associate professor of clinical Human Sciences, and professor of clinical Human Sciences. The appointment cap on clinical faculty to the total of tenure-track, clinical and research faculty is established in the college pattern of administration (see <http://ooa.osu.edu/governance>).

The Department of Human Sciences includes associated faculty. Associated faculty include lecturers and senior lecturers, clinical practice faculty, tenure-track faculty with 1-49% appointments, visiting faculty, and adjunct faculty. These individuals may be appointed by the Department Chair on the recommendation of program faculty in cases of instructional need, usually to cover the absence of permanent faculty. The amount of remuneration is determined by the Department Chair, with approval by the Dean, and is adjustable according to rank, workload, and market conditions.

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.

Visiting faculty (at the rank of instructor, assistant, associate, or professor), are appointed by the Department Chair in consultation with the program faculty and approval of the Dean. These full-time, compensated appointments are renewable up to three years. The department encourages visits of international scholars, being aware of the value of those visits or enrichment of our own teaching and research programs and for extending the reach and visibility of the Ohio State University in our fields. Because of the numerous possibilities for such visitors, however, the Department Chair reserves the right to limit the number of visitors within the department at any given time, and their qualifications must be compatible with active program interests in the department. The Department Chair must assure that at least one faculty member is willing to take responsibility for the visitor.

Courtesy appointments may be made by the Department Chair on recommendation of program faculty and approval of the Dean and are not paid and may be renewed.

Emeritus Faculty may be re-hired on short-term agreements subject to programmatic needs, availability of funds, and University policy, including approval by Office of Academic Affairs.

Tenure-track faculty are eligible to vote on all matters of faculty governance within the department. Clinical faculty may vote on all matters of faculty governance except tenure-track appointment, promotion and tenure decisions by vote of the tenure-track faculty. The department faculty may vote to extend department governance rights to associated faculty except tenure-track appointment, promotion and tenure decisions and clinical and research appointment promotion decisions.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the Appointments, Promotion and Tenure Document (see <http://oaa.osu.edu/governance>).

Organization of Department Services

The Department has one center of operations, which is the office of the Department Chair, who is responsible to the Dean for all aspects of administration; the department staff are responsible to the Department Chair. The Associate Chairs are responsible for specific aspects of administration and supervision within the department as described below.

Academic governance is the responsibility of the faculty and is supported by the Department Chair.

The faculty are organized into the following four primary academic program (AP), and corresponding sub-disciplinary (SD), areas. While each of these areas are continually under review and have some fluidity, they are used for program planning, faculty teaching assignments, and graduate admission and supervision:

1. Consumer Sciences
 - a. Consumer and Family Financial Services
 - b. Fashion and Retail Studies
 - c. Hospitality Management
2. Human Development and Family Science
3. Human Nutrition
 - a. Nutritional Sciences
 - b. Nutrition in Industry
 - c. Dietetics
4. Kinesiology
 - a. Health and Exercise Science
 - b. Physical Education
 - c. Sport Industry/Management

In addition to the AP and SD areas, the department also offers a non-degree Sport, Fitness and Health Program (SFHP), which provides, for credit, individual and team sport/fitness activity options to OSU students each academic year.

Independent of each AP and SD area is a fluid/dynamic process and opportunities for restructuring may exist. A viable AP or SD area will have at least one faculty member who designates this as his or her primary area and have a minimum of three devoted faculty members (including the primary faculty member). The number of faculty will not be the sole determinant of viability, however, other factors, such as student population, research productivity of faculty, and endowments, will be taken into account.

Whereas overall supervision of AP areas is the responsibility of the Department Chair, each AP area is led by an Associate Chair (see **Departmental Administration**, page 5) who is responsible for the timely completion of course scheduling, coordination of admissions processes with the AP graduate studies chair and undergraduate program leaders, admissions processes, leading curricular revision, coordinating the evaluation of lecturers, posting a list of course offerings for the following two-years, and other duties required to maintain the smooth running of the program, although those responsibilities may be delegated or arranged in various ways within the AP and SD areas. Associate Chairs will make decisions based on majority consensus of the AP faculty. Associate Chairs are appointed by the Department Chair. The Chair will seek feedback annually from AP faculty about the performance of the Associate Chairs.

Each faculty member will be a member in good standing of at least one AP area. Faculty members can and are encouraged to develop links with other AP areas, but they must pick one AP as their primary home. The faculty member will be identified with his or her primary AP area in elections to committees. All affiliations will be based on experience, background and credentials and the combined decision of the faculty member, department leadership, and the AP faculty.

The Department offices are located on the main floor of the PAES building, with satellite offices in Campbell Hall. The offices are administratively one operation.

Responsibilities of support staff include collecting updated versions of syllabi and curriculum vitae, responding promptly to scheduling requests, submitting requests for materials and supplies, scheduling of rooms for meetings and special events, and taking minutes at meetings as needed.

The Department Chair will receive fiscal, Human Resource, and administrative support from an administrative support team.

Office space is monitored by the responsible staff member. As vacancies occur, or as different organizational requirements occur, the Department Chair will assign or reassign space. Space allocation to faculty will proceed according to need. The Dean may allocate additional space, remove space from the department or determine particular allocations. The Department Chair will make every effort to organize office space so as to enhance the collegial atmosphere of the department and to facilitate communication among those with like research or teaching interests. Associated and emeritus faculty are assigned space as needed and as available. Visiting scholars and GAs are assigned office space, if available.

Overview of Department Decision Making

Policy and program decisions are made by the department faculty as a whole, by standing or special committees of the department, or by the Department Chair. 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, 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.

This implies a commitment to open and civil discussion, an expectation that the Department Chair's actions will be supported by defensible rationales, and a willingness on the part of the Department Chair to make rationales public and subject to public critique, as well as a willingness to alter decisions when compelling rationales for doing so are presented.

Departmental Administration

Department Chair (Chair)

The primary responsibilities of the Chair are set forth in Faculty Rule 3335-3-35 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html>). 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 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html>) also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

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

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- Scheduling faculty meetings and providing a schedule of faculty meetings for each semester to all faculty members prior to the start of each semester, and maintaining a record of minutes
- Consulting with faculty, whenever feasible, at a meeting of the faculty as a whole – on policy matters
- Recognizing the principle of majority faculty rule and, whenever majority faculty rule is not followed, providing a public rationale for pursuing another option
- Operating the business of the department with efficiency and transparency
- Strategically planning with the faculty and the Dean for the future of the unit
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered,

including written evaluation by students of the course and instructors, and periodic course review by the faculty.

- To evaluate faculty members annually in accordance with both university and 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.
- Encouraging research and scholarly activity
- Managing all aspects of the department's annual budget
- Must be promoting instructional improvement through review of course syllabi, student evaluations (SEIs), peer-review of teaching, consultation with faculty, and supporting of professional development
- Issuing, with the advice of the department's Promotion and Tenure Committee, a current version of the department's Appointment, Promotion and Dismissal document, copied to all faculty, to the Dean of the College, and to the Office of the Provost
- To 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 (<http://trustees.osu.edu>) and this department's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

The Chair may appoint faculty or staff members to assist in carrying out the duties of the Chair for the department. The faculty members selected serve at the pleasure of the Chair with the title of Associate Chair or Program Director.

Associate Chair for Curriculum

The Associate Chair for Curriculum (ACC) reports directly to the Chair. The ACC's main role is to manage all aspects of the undergraduate and graduate programs in Human Sciences. This includes: managing all aspects of course offerings in the department; monitoring course enrollments and instructional demands associated with fluctuating enrollments; evaluating curriculum needs and recommending updates or revisions; and coordinate with the other Associate Chairs in the annual evaluations of department lecturers. The ACC is a member of and chairs the Graduate and Undergraduate Studies Committees in Human Sciences. The ACC is also an ex-officio member of the College Curriculum Committee and advocates for Human Sciences at those meetings. As a standing member of the Faculty Advisory Committee, the ACC advises the chair on general department business, especially matters related to the curriculum.

Associate Chair for Consumer Sciences and Human Development and Family Science and Associate Chair for Human Nutrition and Kinesiology

These Associate Chairs report directly to the Chair and assist the Chair in any necessary administrative matters related to their respective AP and SD areas. Responsibilities for these associate chairs are determined by the Chair and re-evaluated annually. General expectations for these positions include: representing and advocating for the unique needs of their respective AP and SD areas in the department; assisting the ACC and the Chair by planning the curriculum and course offerings in their program areas; assisting the Chair with annual evaluations of faculty and staff; assisting the Chair in determining all course assignments for faculty, lecturers and graduate teaching assistants; assisting the Chair in determining standing and ad hoc committee assignments for faculty; and advising the Chair in allocating graduate associateship resources.

Program Director - Sport, Fitness and Health Program

The SFHP leader reports directly to the Chair on all administrative matters related to this program. General expectations for this position include: representing and advocating for the unique needs of the SFHP; supervising the responsibilities of the SFHP Program Manager and Program Assistant; monitoring the popularity of SFHP course offerings; and working with the ACC in scheduling SFHP course offerings.

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 Promotion and Tenure Committee. Each committee will lodge a copy of its minutes with the Chair as a permanent record.

All members of the department faculty will be enlisted in the joint tasks of governance and service. Whenever possible, staff and student representatives will also be enlisted as committee members, as the Chair or the committees determine necessary and appropriate to their respective concerns. Furthermore, any committee member may be removed from serving on a committee for not performing their responsibilities, such as not attending meetings. In these cases, the Chair makes the final decision.

Standing committees of the department shall include: the Faculty Advisory Committee, the Promotion and Tenure Committee, the Graduate Studies Committee, the Undergraduate Studies Committee, and the Honors and Awards Committee. Ad hoc committees may be appointed by the Chair or by the standing committee Chairperson with approval of the Department Chair. Committee assignments will be announced at the beginning of each academic year and after the Chair has consulted with the Associate Chairs and individual faculty to assess projected workload and interest.

Faculty Advisory Committee (FAC)

The FAC is chaired by the Department Chair, who calls regular meetings to seek advice and perspective from the committee regarding department business. The FAC members include the three Associate Chairs, and the SFHP Program Director when appropriate. The Chair may also

include other ad hoc members as deemed necessary. These may include the department fiscal manager, human resource generalist and other department faculty and/or staff.

Promotion and Tenure Committee (P&T Committee)

In the terminology employed by OAA, the Promotion and Tenure Committee “assists the Committee of the Eligible Faculty in managing the personnel and promotion and tenure issues” (see the AP&T document).

The P&T Committee consists of nine (9) faculty members, one member appointed by the Department Chair, and two tenured faculty elected from each of the four AP areas (Consumer Sciences, Human Development and Family Science, Human Nutrition, and Kinesiology), one of whom must be at the rank of professor. Committee members are elected by nominations from the faculty at large for renewable three year appointments from May 1st of one academic year to April 30th three years later. The P&T committee chairperson will be a faculty member with the rank of full professor voted on by the committee members for renewable two-year terms.

Graduate Studies Committee

The Graduate Studies Committee will be chaired by the ACC and its standing members include the graduate studies chairs for each of the four academic program areas and the Academic Program Coordinator. The purpose of this committee is to advise the Department Chair on all matters related to graduate education as outlined in the Graduate School Handbook, and in the respective program area graduate handbooks. The Graduate Studies Committee may convene meetings of the graduate faculty as a whole as it deems necessary. This Committee reports directly to the Graduate School, but is simultaneously responsible to the faculty of the department. Thus, decisions of the Committee are to be communicated to the Department Chair and the graduate faculty of the department. The Graduate Studies Committee is responsible for recommending action on inter-program plans arising from department curriculum initiatives and department approvals on graduate courses and course policy. The committee will also interact with the Office of Academic Affairs to ensure appropriate program oversight, current and correct program information, and to act on all matters related to change of program. The committee is also charged to evaluate and enhance the graduate student experience including mentoring by advisors and enhancement of the diversity of the graduate student population. All faculty on this committee must have P status.

Undergraduate Studies Committee

The Undergraduate Studies Committee will be chaired by the ACC and its standing members include the undergraduate studies chairs for each of the academic program and corresponding sub-disciplinary areas, and the Academic Program Coordinator. The Undergraduate Studies Committee carries out decisions regarding undergraduate courses and programs within the Department. The Committee may convene meetings of the department faculty, as it deems necessary. The Undergraduate Studies Committee reports directly to the Chair and faculty of the Department. Thus, decisions of the Committee are to be communicated to the Chair. The Undergraduate Studies Committee is responsible for recommending action on inter-program

plans arising from department curriculum initiatives and department approvals on undergraduate courses and course policy. The committee is also charged to evaluate and enhance the undergraduate student experience including mentoring by advisors and enhancement of the diversity of the undergraduate student population.

Awards and Honors Committee

The Awards and Honors Committee will consist of one member from each of the four academic program areas, one staff member and one graduate student. The committee members will be appointed by the Chair in consultation with the Associate Chairs. The Awards and Honors Committee will elect a chair from among its faculty and staff members who will serve a one-year term. The purpose of this committee is to solicit and nominate faculty, staff and students for appropriate awards and honors at the department, college, university, or community levels, as well as awards and honors within their respective disciplines. Committee members will consult with faculty, staff and students in the department to solicit candidates for awards. The Awards and Honors Committee can also work in concert with faculty, staff or students throughout the department on nominations for awards. The goal of this committee is to increase nominations for a variety of awards and honors that recognize important work being done by the faculty, staff and students in the department.

Additional Committees

1. *Search Committees:* Search Committees for the filling of academic position vacancies are formed by the Department Chair, who will normally consult with the Dean, the Associate Chairs, and appropriate faculty regarding Committee membership. Unless superseded by the rules of the university, committee conduct and regulation are determined by the Department Chair. It is expected that the Search Committee Chair will be in communication with the Department Chair on progress and recommendations of the Committee. Progress will also be reported, as appropriate to requirements of confidentiality and personal sensitivity, to the department at faculty meetings. At least one member of each search committee must be a faculty member who is not a member of the program in which the search is being conducted. In addition, at least one graduate student representative should be part of the search committee and will be chosen by the committee chair, with approval of the Department Chair.
2. As a department within the College of Education and Human Ecology (EHE), the department participates in the election of members from EHE to the University Senate, who report on Senate activities and receive information and suggestions from members of EHE for Senate consideration.
3. The department faculty also elects members to College committees, including the College Personnel Committee and the College Council.
4. Ad hoc committees are formed by the Department Chair, on his/her own initiative or on recommendation of department faculty in meetings. They may be formed with terms certain or until their task is deemed completed, by the Chair or by the faculty. In either

case, they may be disbanded by the Chair if his/her judgment is that the Committee is no longer functional for accomplishment of the task assigned.

Faculty, Departmental and Program Area Meetings

Meeting Processes

The Department of Human Sciences 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, faculty, departmental and program area 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 (<http://www.rulesonline.com/>) will be invoked when more formality is needed to serve these goals. 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 the eligible faculty.

Special policies pertain to voting on personnel matters, and these are set forth in the Department's Appointments, Promotion and Tenure document.

Faculty and department meetings are conducted by the Chair and Associate Chairs according to departmental convention. In case of procedural disagreement, Robert's Rules of Order are followed. Meetings will be conducted in a spirit of collegiality, with the common objective of reaching agreement on the business before the meeting. The Chair, as chair of the meeting, shall be responsible for a fair and reasonable treatment of questions and discussion and for expeditious conclusion of agenda items. In general, and where consensus can be reached through a reasonable period of discussion, a "town meeting" style shall govern procedure.

Faculty Meetings

Department meetings are intended to advance the business of the department with efficiency and dispatch, and should reflect a spirit of open exchange, leading to general agreement. In general, consultation of the faculty by the Chair should characterize policy matters, and should occur prior to the formal consideration of issues by the full faculty. For important strategic issues, the Faculty Advisory Committee will ordinarily review the matter and advise the Chair prior to deliberation or discussion by the full faculty.

Special faculty meetings can be called either by (a) the Chair, (b) the Faculty Advisory Committee, (c) the chairs of the standing committees, or (d) on written request of at least 25% of the department regular faculty. The time and place of such meetings shall be publicized by the Chair in a manner so that voting members are aware of such meetings in a timely manner or at least one week in advance of the meeting, if possible. A call for agenda items and complete agenda for all faculty meetings will be delivered to the faculty by email before a scheduled meeting.

The Chair will distribute minutes of previous faculty meetings to faculty as soon as they are available. 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.

It is reasonable to expect faculty to attend all faculty meetings scheduled during normal working hours unless they are on sabbatical or otherwise occupied by teaching, scheduled research activities, established office hours that cannot otherwise be changed, college or university committee meetings, or prior university-related commitments. The Chair should be informed of a department member's absence from a faculty meeting.

All significant matters related to departmental policy and functioning will be discussed at faculty meetings. Either the department chair, or one-third of the faculty eligible to vote, may determine that a formal vote conducted by written vote 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 a simple majority of the faculty eligible to vote. Balloting will be conducted by mail or email when necessary to assure maximum participation in voting.

Whenever majority faculty rule is not followed, the Chair shall explain the reasons for the departure in order to enhance communication and facilitate understanding within the department. In these cases, Robert's Rules of Order will be followed. When a matter must be decided and a simple majority of the faculty eligible to vote cannot be achieved on behalf of any position, the Chair will make the final decision, and explain the reasons for his/her decision to the faculty.

An Associate Chair, as assigned by the Chair, may also assume the chair in the Chair's absence.

Departmental business discussed at faculty meetings is subject to approval of the faculty, with the usual caveat of majority rule with regard for minority right and to other provisions in this Pattern of Administration and the rules of the College and University. The Chair maintains responsibility for decisions that have fiscal/budgetary implications.

Departmental Meetings

Departmental meetings consisting of faculty, staff and student representatives will occur at least once per semester. A call for agenda items and completed agenda will be provided to the members of the department by email before a scheduled meeting.

The Chair will distribute minutes of previous departmental meetings as soon as they are available. These minutes may be amended at the next departmental meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

It is reasonable to expect faculty and staff to attend all departmental meetings scheduled during normal working hours unless they are on sabbatical or otherwise occupied by teaching, scheduled research activities, established office hours that cannot otherwise be changed, college or university committee meetings, or prior university-related commitments. The department chair should be informed of a department member's absence from a department meeting.

Program Area Meetings

Program area meetings consisting of faculty from the respective program areas will occur at least once per semester and as often as once per month. Program area meetings will be chaired by the Associate Chair responsible for the program area. The purpose of these meetings is for the faculty and staff to discuss business specifically related to their program area. A call for agenda items and completed agenda will be provided to the members of the program area by email before a scheduled meeting. The Associate Chair will distribute minutes of the program area meeting by email within seven days of the meeting if possible. These minutes may be amended at the next program area meeting by a simple majority vote of those present at the meeting.

Department Faculty Workload Policy

The university's policy with respect to teaching (OAA Policy 1.4.5.1) is set forth in the Office of Academic Affairs Policies and Procedures Handbook (<http://www.oaa.osu.edu/handbook>). The information provided below supplements these policies. The Chair has responsibility to ensure that every faculty member has duties, responsibilities and privileges commensurate with their appointment and that the academic unit workload is distributed equitably among the faculty. Members of the faculty are expected to make substantive, appropriate, and equitable contributions in the areas of teaching, research and service. These contributions can be adjusted annually in collaboration between the department chair and faculty member.

During on-duty semesters, faculty members are expected to be available for interactions with students for instruction, for service assignments and for other assignments. If a faculty member will be unavailable to meet such on-duty obligations for a period longer than 24 hours, or is traveling, the faculty member should complete and submit to the department chair an "Application for Leave Request" form. The major consideration related to such absences from campus and the submission of this form is to ensure that appropriate arrangements have been made to "cover" regular duties and/or responsibilities.

Teaching Load

Faculty members are expected to serve the instructional mission of the department, college and university. The Chair, in coordination with the ACC, will facilitate a high quality of instruction by the faculty, lecturers, and graduate teaching associates. Workshops, brown bag sessions, and orientations can be used to facilitate learning "best" instructional practices. The department chair will use the SEI, peer, and other means of evaluation of instruction to assess the quality of instruction.

Course instruction is a core component of the faculty workload. The Chair has the ultimate responsibility for assigning teaching load. The standard course assignment for tenure-track faculty at 100% FTE is the equivalent of four three-credit courses per nine month academic year. Deviations from this standard course load are subject to special consideration by the Department Chair, or when a faculty positions are funded in part by another area of the university. Faculty who teach a course are required to provide office hours in accordance to university policy. These office hours should be communicated to their students. Recognizing that all courses do not

require equivalent effort by faculty, the department chair has the discretion to change a standard course load.

Minimum enrollments as set forth by the Dean's office are required for a course to be held, although the Chair has the discretion to allow courses with an enrollment below the minimum to still be held (e.g., when not offering the course would slow progress of students). When courses are cancelled due to low enrollments, the faculty member must be assigned to perform other duties to make up for that course; those other duties can include assignment to teach a different course, assignment to teach an additional course during a subsequent semester, or performance of other duties within the domains of teaching (e.g., curricular development), research, or service. These duties will be negotiated with the Chair or appropriate Associate Chair.

Teaching responsibilities include supervising independent studies, sitting as a member of Master's, candidacy, and dissertation committees, and other mentoring activities. This load may be adjusted by the Chair, in consultation with the faculty member and the associate chairs, in cases where research activity or advising is exceptionally high or low, or where a scholarly activity is exceptionally burdensome to the faculty member and valuable to the department. Teaching loads for full-time lecturers and senior lecturers are determined by College policy.

Full-time clinical faculty will generally have assignments comprised of 70% teaching, 10% scholarship, and 20% service, unless otherwise specified by the Chair.

New tenure-track faculty usually are assigned no more than one course in their first semester in the department (unless negotiated individually). New faculty are encouraged to enter as soon as possible into all aspects of department life and senior faculty are expected to assist junior faculty in this integration.

Teaching in the summer is subject to the approval of the Chair, and enrollment minimums, as set forth by the College, are normally expected. Additional remuneration, if appropriate, is determined by department policies.

Release Time from Teaching

The buy-out rate through release time of classes for non-tenured faculty members is 15% of salary and benefits for each course, and 20% of salary and benefits for each course for tenured faculty members, although these rates can be negotiated with the Chair, on a case by case basis. Per college policy, regardless of buyout, all faculty must teach at least one class per academic year. The funds from these "buy outs" returned to the department from the college (after college collection of 20% to support the research office) will be split between the department (75%) and the faculty member's 12-last name account (25%) funding the release time. The above percentages represent the FY16 Human Sciences Release Time policy. The percentages of this policy will be reviewed by the Chair at the beginning of each fiscal year, and are subject to adjustment at the Chair's discretion due to operational need. The funds returned to the department will be used to hire lecturers/instructors for courses that the faculty member would not be teaching given their release time, or for other department needs as determined by the department chair. Although faculty may be released from teaching in the classroom, the

expectation remains that these faculty members will continue to mentor students, and be active in service to the department, college, and university commensurate with their academic rank.

Special Assignments and Faculty Professional Leave

In order to support faculty development, Special Assignments (SA) and Faculty Professional Leave (FPL) will be encouraged. However, it is important that there be compelling and well defined rationale and budgetary plan to support these opportunities.

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.

Probationary and Tenured faculty are encouraged to apply for the SA well in advance. Untenured faculty should be advised to do so by the department chair, Promotion & Tenure and/or mentoring committees. The application should include goals for the SA as well as a tangible plan of work and outcomes over the time spent. Tenured faculty should also provide options for covering any course for which they would have been responsible in the semester in which they are proposing the SA.

The Ohio State University policy on SAs can be found at (<http://hr.osu.edu/public/documents/specialassignment.pdf>). SAs are up to one semester in length and are designed to provide the faculty member time away from classroom teaching and other responsibilities in order to concentrate effort on research, service, teaching or professional development endeavors. SAs are usually, but not necessarily, provided to faculty to develop new skills, initiate a new project, complete an ongoing project, or conduct intensive service or administrative work for the department, college or university. SAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a semester in duration but more than a week or two provided that classroom teaching is not disrupted. Untenured faculty may be provided a SA during their probationary period for focused attention to their research. Reasonable efforts will be made to provide SA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department, and the need to assure that sufficient faculty are always present to carry out our department responsibilities. In general, no more than 10% of the faculty will be on SA in a given semester.

Tenured faculty may also apply for FPL as presented in Chapter 3 of the Office of Academic Affairs Policies and Procedures Handbook (<http://www.oaa.osu.edu/handbook>). Eligible faculty are tenured with at least seven years of service at The Ohio State University, or who have not had an FPL in the last seven years. FPL involve a semester “off” with no change in salary, or two semesters “off” with a one third reduction in salary as stated by OAA. According to OAA, an SA and FPL can be combined, but FPL’s cannot extend beyond one academic year.

Faculty members who desire a FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be peer reviewed and then approved by the Dean,

OAA and the Board of Trustees before they are implemented, faculty should submit proposals for a particular year no later than the end of autumn semester of the preceding year, except when the development of an unexpected opportunity precludes timing.

The Chair's final recommendation to the Dean regarding a FPL proposal will be based on the quality of the faculty member's proposal, recommendations from an initial review by a committee of peers, and its potential benefit to the department and to the faculty member, as well as the ability of the Department to accommodate the leave during the time requested.

The faculty member will provide a written report summarizing activities to the department chair within 60 days of the conclusion of the FPL.

Clinical Faculty

Clinical Faculty appointments will adhere to the guidelines of the College and University. The primary purpose of clinical faculty is to support the teaching mission of the department, and these faculty members are expected to have expertise and experiences that enhance the teaching mission of the department not otherwise available through the appointment of Tenure-Track faculty. Nevertheless, it is an expectation that clinical faculty also engage in the scholarship of teaching and/or application, as appropriate.

Instructors/Lecturers

Instructors and Lecturer positions will be offered on a course-by-course basis so that the course load depends upon the assignments offered. The Chair may offer instructor and lecturer positions at his/her discretion that include multiple courses over an academic year, or multiple years, and may include special assignments or responsibilities; negotiated according to the number of hours/courses, and additional time expected of the prospective employee. All appointments will be consistent with existing OAA and EHE policies on appointing instructors and lecturers.

GTA/GRAs

Graduate Associates are typically hired for no more than 20 hours per week. Exceptions will be rare and made on a case-by-case basis by the Chair. In determining GTA workload, factors such as class size, credit hours, intensity and frequency of curriculum development, unique circumstances, and available assistance will be taken into account. GRAs are typically hired on a grant by a faculty member or appointed by the department under special conditions determined by the Chair.

Course Offerings and Teaching Schedules

The Chair will annually develop a schedule of course offerings and teaching assignments in consultation with the associate chairs and faculty. Although every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and

week, and to offer courses within the university's established guidelines for timing of course offerings under the semester calendar. 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 set by the College or the Chair will normally be cancelled and the faculty member or GTA assigned other duties. However, scheduled classes will not be cancelled unless appropriately justified to or by the department chair. 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 offerings to assure that instructional expertise is always available for such courses.

Allocation of Departmental Resources

The department budget is determined by the College. Allocations are determined in light of enrollments, faculty load, generation of research support as well as the Department's perceived strengths, reputation, support to College programs and projects, and other relevant factors presented by the Chair, who 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 department chair will discuss the department budget with the FAC as needed, and at least annually with the faculty. 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 specializations and grouping staff functions to maximize efficiency.

Faculty members will be given individual allocations with which to cover expenses such as professional travel and supplemental technology purchases. The amount of the allocation for a particular year will be determined by the Chair based on funds available and announced at the beginning of the fiscal year. Other faculty members and those with faculty-like responsibility may also be given allocations, as determined by the Chair. Departmental support to offset costs for presentations by students at professional meetings is also viewed as a priority and these requests will be considered based on availability of department fund and matching funds.

Special faculty accounts are maintained by the department fiscal officer under immediate supervision of the responsible faculty member. Nevertheless, such funds remain department funds, subject to the same authority and regulations as general funds. In case of general budget reductions, those funds may be reduced proportional to other department accounts. The fiscal officer maintains such accounts as a department officer. The accounts will be assessed an overhead charge, if required by the College.

Evaluation for Salary Increases

Recommendations for salary increases are made by the Chair to the Dean. The achievement of excellence in teaching, research, and service with evidence of impact is the primary measure of success in the compensation strategy of the College.

The FAC may be asked to advise the Chair on salary matters. In this respect, the FAC's primary role is to work with the chair in assessing the annual activity reports submitted by individual faculty, and in preparing evaluation letters.

Annual evaluations are based upon the calendar year extending from January 1 through December 31. Faculty submit annual activity reports by January 31st of the following semester. Faculty members who decline to complete such reports by the established deadline will not be eligible for a merit pay increase. Evaluation occurs during the spring semester. Under most circumstances, the Chair sends evaluation letters at the end of the spring semester. Salary determinations are made after the Dean announces the pool that will be available for annual raises. Salary increases for the subsequent fiscal year will go into effect as of September 1st, unless otherwise designated by the university.

External Funding

The Department recognizes the need for continuous institutional funding for research assistants and other research support, but also recognizes the dwindling capability of universities to guarantee such aid. Therefore, individual faculty are strongly encouraged to pursue external funding in part to support students and ideally, with indirect costs sufficient to support the effort.

When contemplating or planning to apply for a grant, faculty should meet early on with the fiscal officer, the Chair, and a budgeting expert from the Associate Dean for Research's office to discuss the financial impact of the grant on the department's budget. Principal Investigators should develop the budget with the staff from the Associate Dean for Research's office and discuss the budget with the department's fiscal officer and the Chair before submitting the grant proposal.

The arrangement of a Human Sciences faculty member serving as a consultant or subcontractor on a grant must also be negotiated with the Chair well in advance of submitting the budget. The terms will be adjusted in light of the circumstances of the faculty member and the purpose of the grant.

In formulating grant applications, faculty should consider carefully direct expenses and equipment expenditures. All federal and state guidelines must be followed in the usage of direct costs. Any equipment purchased with grant funds becomes the property of The Ohio State University after the grant has ended, unless otherwise specified by the funding agency.

Co-PI Status

Faculty serving as consultants or subcontractors on grants are expected to request co-Investigator status, with indirect overhead (IDCs) credited to the Department of Human Sciences in proportion to the amount budgeted for the co-Investigator. Faculty must inform the Chair well in advance of the due date of a grant proposal so that IDCs can be negotiated with other department chairs as needed.

Release Time Expected

The department incurs expenses in administering grants, even in supporting the applications. The department's only source of "overhead" (apart from direct, budgeted expenses) is through salary recovery for "release time." (See ***Release Time from Teaching*** above) Consequently, Principal Investigators are encouraged to include appropriate release time in their grants, particularly if they are earning additional or off-duty compensation.

Faculty earning supplemental or off-duty compensation while serving as consultants or subcontractors on grants are also encouraged to request release time that matches the amount of supplemental or off-duty compensation.

Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook (<http://oaa.osu.edu/>) and Office of Human Resources Policies and Procedures Handbook (<http://hr.osu.edu/public/documents/policy/policy627.pdf?t=201522134521>). Leave Requests are submitted through the eLeave system (<http://eleave.osu.edu>), and this system should be used when making requests for absences, medical leaves, etc. The information provided below supplements these policies.

Discretionary Absence

Faculty are expected to complete an Application for Leave form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting or to give an invited presentation) 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 department 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. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more consecutive business days. (<http://hr.osu.edu/public/documents/policy/policy627.pdf?t=201522134521>).

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 promptly inform the Chair 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/public/documents/policy/policy627.pdf?t=20152213144>).

Unpaid Leaves of Absence

A faculty member may request an unpaid leave of absence for personal or professional reasons. The Ohio State University policy on Unpaid Leaves of Absence can be found at (<http://hr.osu.edu/public/documents/policy/policy627.pdf?t=201522134037>). Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence to the department chair as far in advance as possible. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require approval of the Dean, Office of Academic Affairs, and the Board of Trustees.

Supplemental Compensation and Paid External Consulting 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>). The information provided below supplements these policies.

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 (including external consulting) must be approved by the department chair regardless of the source of compensation. This approval occurs through completion of the required conflict of interest form, which is set forth by the university's Office of Human Resources (see <http://orc.osu.edu/regulations-policies/coi/>). Each faculty member must complete an OSU Conflict of Interest Form annually.

Approval will be contingent upon the extent to which a faculty member is carrying out duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with duties, and the academic value of the proposed consulting activity to the department. In addition, it is University Policy that faculty may not spend more than one business day per week on supplemental compensated activities and external consulting combined.

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

Financial Conflict of Interest

Information on faculty financial conflicts of interest is presented in the university's Policy on Faculty Financial Conflict of Interest (<http://orc.osu.edu/files/2013/02/Policy-on-Faculty-Financial-Conflict-of-Interest.pdf>). 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 with external funding or otherwise required by university policy are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

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

Grievance Procedures

Members of the department with grievances should discuss them with the department chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. In general, and as appropriate, there will be attempts to resolve grievances at the lowest level possible in an informal manner. Content below describes procedures for the review of specific types of complaints and grievances.

Faculty 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. Such documentation will be forwarded to the Dean for settlement in a timely manner.

Faculty members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter may file a more formal salary appeal (<http://oaa.osu.edu/assets/files/documents/1.3HBAappeals.pdf>).

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>).

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/).

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/chapter-3335-5-faculty-governance-and-committees.html>).

Faculty Promotion and Tenure Appeals

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

Sexual Misconduct, Sexual Harassment, and Relationship Violence

Members of the university community, vendors, and visitors have the right to be free from all forms of sexual misconduct. (<http://hr.osu.edu/publicdocuments/policy/policy115.pdf>).

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 Chair, he/she will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Chair 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.

Faculty complaints

Faculty complaints regarding students must always be handled strictly in accordance with University rules and policies. Faculty should seek the advice and assistance of the Chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (<http://oaa.osu.edu/coam.html>).

Code of Student Conduct

The Code of Student Conduct is Faculty Rule 3335-23 which can be found at: (<http://studentaffairs.osu.edu/csc/>).