Pattern of Administration for
The Ohio State University
Department of Chemical and Biomolecular Engineering

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1. INTRODUCTION

1.1 Purpose: The purpose of this Pattern of Administration (POA) is to describe the guidelines and structure concerning the governance of the Department of Chemical and Biomolecular Engineering. The goal of the guidelines and structure is to facilitate the orderly conduct of the business of the Faculty of the Department of Chemical and Biomolecular Engineering. The guidelines and structure supplement the Rules of the University Faculty (https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules), Academic Affairs policies and procedures, and those included in the College of Engineering POA (https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure) and any additional policies established by the University or College of Engineering. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document. Should these policies and rules change, the Department shall follow those new rules and policies until such time as it can update this document to reflect the changes. In addition, this document must be reviewed during the first year of appointment, or reappointment of the Chair of the Department.

1.2 Scope: All Department matters concerning which the Faculty has power to act are governed by this POA and by the department’s Appointment, Promotion and tenure (APT) document. Powers of the faculty are either outlined in this document, are delegated to committees, or delegated to the Chair of the Department.

1.3 Interpretation: This POA shall be interpreted consistently with applicable statutes, the By-Laws of the Board of Trustees, and the Rules of the University Faculty.

1.4 Meetings: Meetings of the Faculty of the Department and its committees and any subcommittees shall be governed by Roberts Rules of Order, newly revised (2011) and shall be open to all persons except where a compelling reason requires otherwise.

2. DEPARTMENT MISSION

The Mission of the Department of Chemical and Biomolecular Engineering is:

To educate undergraduate and graduate students in Chemical and Biomolecular Engineering and foster cross-fertilization with other disciplines.

To advance state-of-the-art knowledge of Chemical and Biomolecular Engineering and allied fields through novel and sustained research.

To serve the public, academic and industrial communities through consultation, collaborative efforts, dissemination of research results, entrepreneurship and participation in conferences and professional societies.

To value diversity as defined broadly in scholarship, approaches to teaching and in student, faculty and staff composition.
3. ACADEMIC RIGHTS AND RESPONSIBILITIES

The department of Chemical and Biomolecular Engineering adheres to the university’s reaffirmation of academic rights and responsibilities found online at: http://oaa.osu.edu/rightsandresponsibilities.html

4. FACULTY

Faculty Rule 3335-5-19 https://trustees.osu.edu/bylaws-and-rules/3335-5 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 eligible to vote are faculty (comprised of tenure track, practice, and research) with compensated FTEs of at least 50% in this department. Associated faculty, emeritus faculty, and faculty joint appointees with FTEs below 50% in this department may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

The Department of Chemical and Biomolecular Engineering makes practice and research appointments. Practice faculty titles are assistant professor, associate professor, and professor of practice of Chemical and Biomolecular Engineering. Research faculty titles are research assistant professor, research associate professor, and research professor. Practice faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and research faculty appointment and promotion decisions. Research faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and practice appointment and promotion decisions.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in the Department of Chemical and Biomolecular Engineering is provided in the Appointments, Promotion and Tenure Document.

5. OVERVIEW OF DEPARTMENTAL 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 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.

6. DEPARTMENT ADMINISTRATION

6.1 CHAIR

The primary responsibilities of the Chair are set forth in Faculty Rule 3335-3-35 https://trustees.osu.edu/bylaws-and-rules/3335-3. 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 (https://trustees.osu.edu/university-faculty-rules/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.

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.
- To plan with the members of the faculty and the Dean of the College a progressive program; to encourage research and educational endeavors.
- 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 the department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- 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 https://trustees.osu.edu/university-faculty-rules/3335-6 and this department's Appointments, Promotion and Tenure document.
- To ensure that all faculty members, are offered 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.
- To ensure that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To represent the Department to alumni and other groups outside the University.

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 POA, subject when relevant to 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 participate in discussing and deciding matters of importance. The Chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a
departure from majority rule is judged to be necessary, the Chair will explain to the faculty  
the reasons for the departure, ideally before action is taken.

6.2 ASSOCIATE CHAIR

In the absence of the chair, the associate chair has signature authority. The associate chair will  
attend meetings as requested by the chair. He/she will provide counsel and feedback to the  
chair as needed. He/she will also chair the Fiscal Committee.

6.3 COMMITTEES

Much of the development and implementation of the Department's guidelines 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, which consists of the eligible faculty. Unless otherwise indicated, the  
chairs and members of the committees will be appointed by the Department Chair on an  
an annual basis.

A list of current standing committees in the Department are:

- **Fiscal**
  This committee reviews all financial documents with the business manager and develops  
budget projections for the department. The committee will consist of the Department Chair,  
associate chair, and 1-2 other faculty.

- **Diversity & Inclusion**
  This committee will be responsible for ensuring that diversity and inclusion are part of the  
culture of the department. The committee will also ensure coordination of diversity-related  
activities with the college and university. It will consist of 2-3 faculty members.

- **Promotion and Tenure**
  This committee deliberates on all promotion and tenure actions. It consists of 1 committee  
chair and the eligible faculty as defined in the department’s Appointments, Promotion and  
Tenure document, available at https://oaa.osu.edu/appointments-reappointments-promotion-  
and-tenure.

- **Curriculum**
  This committee deliberates on all undergraduate curriculum issues. It consists of a committee  
chair and 3-6 additional committee members, including at least one undergraduate advisor,  
who is a staff member.

- **Special Events**
  This committee is responsible for planning Department events. It consists of 1 committee  
chair and 2-3 staff members, and one faculty.

- **Graduate Studies**
This committee deliberates on all issues related to the graduate program. It consists of one committee chair and 4-5 additional committee members, including the Graduate Program Coordinator, who is a staff member.

- Faculty Recruitment
  This committee deliberates on all issues related to faculty recruitment. It consists of one committee chair and 2-4 additional committee members. Additional members can be appointed, and subcommittees can be formed as needed.

- Faculty, Staff and Alumni Honors and Awards
  This committee deliberates on candidates for awards and prepares nomination packages. It consists of one committee chair and 2-4 additional committee members.

- Student and Post-doc Awards
  This committee deliberates on candidates for departmental graduate and undergraduate student awards and postdoc awards. It consists of one committee chair and 2-4 additional committee members.

- Safety
  This committee seeks to create a safe working environment for all Department personnel, through adoption of proper safety protocols and laboratory inspections. It consists of one committee chair and 3-6 additional committee members, including at least one staff member, who is the Building Coordinator.

- Wellness
  This committee develops activities to improve student wellness in our undergraduate program. The committee consists of 1 committee chair, 2-3 additional faculty members and one undergraduate advisor.

- Space & Facilities
  This committee oversees office and lab space and upkeep of the facilities. The committee consists of the Department chair, a committee chair along with 2-3 faculty and staff members.

- Seminar
  This committee selects seminar speakers for the Department Seminar Series. It consists of 1 committee chair and 2-3 additional faculty or staff committee members.

- Engagement
  This committee is involved in reaching out to and engaging in alumni relations. It consists of a chair, and 1-2 additional faculty or staff members.

In addition to the above committees, the Department Chair will assign faculty advisors/co-advisors for the undergraduate student chapters of the American Institute of Chemical Engineers and Society of Petroleum Engineers. All of these are undergraduate student groups related to chemical engineering.
General committee practices. Faculty time is a limited commodity and should not be consumed with administrative tasks that could reasonably be accomplished in other ways. It is understood that, as much as possible, the committees will operate to achieve a consensus when specific courses of action are required. In the case in which a consensus is not achievable with respect to a specific action needed, a majority and minority report will be presented.

Committee mechanics. Voting membership of the committee consists of all faculty members of the committee. Attempts will be made to include assistant professors, associate professors, and professors. The general concept is that no committee should be larger than 20 percent of the faculty, and at a minimum the committee should meet once a semester.

6.4 Staff. The Chair is responsible for appointing, supervising, and evaluating the staff of the unit.

7. FACULTY MEETINGS

7.1 General. 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 academic term and normally will provide for bimonthly meetings. 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 four days before the meeting, and to distribute the agenda by e-mail at least one business day before the meeting. A meeting of the Department faculty will 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.

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.

7.2 Voting. 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 eligible to vote. Either the Chair or one-third of all faculty 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 51% of all faculty eligible to vote. Balloting will be conducted by mail or e-mail when necessary to
assure maximum participation in voting. Special policies pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion and Tenure (AP&T) document. When a matter must be decided and a simple majority of all faculty eligible to vote cannot be achieved on behalf of any position, the Chair will necessarily make the final decision.

8. DISTRIBUTION OF FACULTY DUTIES AND RESPONSIBILITIES

It is the policy of the Department that all tenure-track faculty and practice faculty will participate in the instruction of both undergraduate and graduate students. For tenure-track faculty, it is assumed that when a balanced contribution in teaching, research and service is provided by a faculty member, the normal teaching load is typically 3 courses per year on a semester basis, with the assumption that over a given year these courses will range from standard core undergraduate courses to graduate courses and electives. A normal research load is defined as consistent progress in scholarship as indicated by a number of metrics including: external financial support for the specific scholarship, publications in peer reviewed journals, books in the specific area of scholarship, patents, commercialization efforts, and the research and educational aspects of training graduate students. A reduction in teaching load can be made for a number of reasons: 1) new, untenured faculty member, 2) university administrative duties (i.e. associate dean position, center director, etc.), and 3) other significant activities that may warrant such reduction. Conversely, an increase in teaching and service loads can occur when it is determined that insufficient progress in scholarship is achieved. A typical service load is defined serving on one or more department, college or university committees, and holding leadership positions in professional organizations.

For faculty of practice on 100% appointment, the normal teaching load is typically 5 semester courses per year, but this can be modified based on the nature of the courses by the Department Chair. They are also expected to participate in service activities for the department, college or the university.

Research Faculty are expected to have an externally-funded research program, supervise graduate students, publish and present research results and participate in service activities for the department, college or the university. Departmental expectations regarding office hours are that faculty post weekly meeting times for each course being taught. Further, within reason, faculty are expected to be flexible in meeting the needs of their students in terms of handling conflicts in scheduling meeting times.

The Chair is responsible to make judgments with respect to balancing these various duties such that duties and responsibilities are commensurate with respect to individual faculty member’s appointments as well as maintaining as much equitability among faculty as possible.

The guidelines above 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 above 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.

i Practice and Research Faculty Appointment Cap

In accordance with Faculty Rule 3335-7-03, unless an exception is approved by the
University Senate and the Board of Trustees, practice faculty may comprise no more than
20% of the tenure-track, practice, and research faculty. The number of practice track faculty
members must be fewer than the number of tenure-track faculty members.

Practice faculty members may stand for election to serve as a representative in the University
Senate subject to representation restrictions noted in Faculty Rule 3335-7-11(C)(2).

Unless otherwise authorized by a majority vote of the tenure-track faculty, research faculty
must comprise no more than 20% of the number of tenure-track faculty in the department. In
all cases, however, the number of research faculty positions must constitute a minority with
respect to the number of tenure-track faculty.

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 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 except they
will have no service expectations. In accord with Faculty Rule 3335-5-19 (https://trustees.osu.edu/bylaws-and-rules/3335-5), lecturers’ and senior lecturers’ responsibilities are
limited to formal course instruction.

8.1 SPECIAL ASSIGNMENTS

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special
Assignment Policy (http://oaa.osu.edu/assets/files/documents/specialassignment.pdf). The
information provided below supplements these policies.

Untenured faculty will normally be provided a SA for research for two semesters distributed over the
initial 2 years of appointment, during their probationary period. Reasonable efforts will be made to
award SA opportunities to all other faculty members subject to the quality of faculty proposals,
including their potential benefit to the Department or University, and the need to assure that sufficient
faculty are always present to carry out Department work.

Faculty members who desire a SA 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 SA is appropriate. The Chair
will normally announce decisions regarding SAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

8.2 PARENTAL MODIFICATION OF DUTIES

The Department of Chemical and Biomolecular Engineering strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the Department is committed to adhering to the College of Engineering’s guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year after childbirth/adoptive. See the College Pattern of Administration at (https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure) for details.

The faculty member requesting the modification of duties for childbirth/adoptive should inform the Department Chair as early as possible to provide enough time to arrange re-distribution of responsibilities as needed. The faculty member making the request 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. Details on the college policies and forms related to parental modification of duties can be found on the College intranet web page under the Faculty Resources Links (https://intranet.engineering.osu.edu/about/faculty-and-staff/faculty).

9. COURSE OFFERINGS AND TEACHING ASSIGNMENTS

A designated member of the curriculum committee along with the Department Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While 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. 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 https://trustees.osu.edu/bylaws-and-rules/3335-8 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.

Additional information can be obtained in the Office of Academic Affairs Handbook found online at: https://oaa.osu.edu/policies-and-procedures-handbook.

10. 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 based on 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 subdisciplines and productivity
and grouping staff functions to maximize efficiency.

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

11. LEAVES & ABSENCES

The University’s policies with respect to leaves and absences are set forth in the Office of Academic
and Office of Human Resources Policies and Forms website (https://hr.osu.edu/policies-forms). The
information provided below supplements these policies.

11.1 DISCRETIONARY ABSENCE

Faculty are expected to inform the Department Chair well in advance of a planned absence
(e.g. as for attendance at a professional meeting or to engage in consulting or to seek
collaboration at another institution) to provide time for its consideration and approval and
time to assure that instructional and other commitments are covered. Discretionary absence
from duty is not a right and the Chair retains the authority to disapprove a proposed absence
when it will interfere with instructional or other comparable commitments. Such an
occurrence is most likely when the number of absences in a particular semester is substantial.
Faculty Rules require that the Office of Academic Affairs approve any discretionary absence
of ten or more consecutive business days (see Faculty Rule 3335-5-08,
https://trustees.osu.edu/bylaws-and-rules/3335-5) and must be requested on the Application
for Leave form.

11.2 ABSENCE FOR MEDICAL REASONS

When absences for medical reasons are anticipated, faculty members are expected to complete
an Application for Leave form as early as possible. When such absences are unexpected, the
faculty member, or someone speaking for the faculty member, should let the Chair know
promptly so that instructional and other commitments can be managed. Faculty members are
always expected to use sick leave for any absence covered by sick leave (personal illness,
ilness of family members, medical appointments). Sick leave is a benefit to be used—not

11.3 UNPAID LEAVES OF ABSENCE

The University’s policies with respect to unpaid leaves of absence and entrepreneurial leaves
of absence are set forth in OHR Policy 6.45
A faculty member may request an unpaid leave of absence for personal or professional reasons. 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 as far in advance as possible of the time for which the leave is desired. 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 the approval of the Dean, Office of Academic Affairs, and Board of Trustees.

11.4 FACULTY PROFESSIONAL LEAVE

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leave (https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf).

A Faculty Professional Leave (FPL) constitutes a more formal departure from regular academic duties than a Special Assignment and may be one or two semesters in length for 9-month faculty and up to a full year for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave (https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf).

Faculty members who desire FPL should inform the Department chair in writing a year and a half before the start of their professional leave and prepare a proposal. (e.g., for a professional leave that will start Autumn of 2022, the chair should be informed by the end of May 2021) and present a proposal. It is suggested that the proposal address the following issues:

1) Ohio Law requires completion of 7 academic years of service to be eligible for FPL.
2) A plan for professional development and possible collaboration to be developed should be provided. Suggested topics in the plan include:
   a) present the opportunity for new international or national collaborations
   b) propose the completion of a body of scholarly work such as a book or a unique series of publication
   c) propose developing new collaborations at Ohio State
   d) propose developing new courses or improvements in teaching pedagogy
   e) propose exploration of unique opportunities with colleagues from industry
   f) propose participation in technology transfer from OSU to corporate entities, particular to help start-up companies get off the ground
   (Note: In the case of limited availability of leave positions the proposals will be evaluated on their quality content with a bias in descending order from a-f)
3) The Department should have adequate faculty members to maintain its teaching obligations during the leave period.
4) The Chair must support the request by letter to the Dean.
5) A report on professional progress made during the leave should be filed with the Chair no later than 1 month following the faculty member’s return to the department.
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 approved by the Dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals to the College 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 such timing.

12. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

The University's policies with respect to supplemental compensation and external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook.

- Faculty Compensation Policy
  (http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf)
- Faculty Paid External Consulting Policy
  (http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf)

This Department adheres to these policies in every respect. In particular, this Department expects faculty members to carry out the duties associated with their primary appointment with the University at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the Department Chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the Department. In addition, it is University policy that faculty may not spend, on average, 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.

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 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.

13. FINANCIAL CONFLICTS OF INTEREST
The University's policy with respect to financial conflicts of interest is set forth in the university’s Faculty Financial Conflict of Interest Policy (http://oaa.osu.edu/assets/files/documents/FinConfInt.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 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. See Section 8 above.

14. GRIEVANCE PROCEDURES

Members of the Department with grievances should discuss them with the Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. The content below describes procedures for the review of specific types of complaints and grievances.

- OHR Policy 1.15, Sexual misconduct policy (https://policies.osu.edu/assets/docs/policy_pdfs/SexualMisconduct_FINAL.pdf)
- Anonymous Reporting Line (https://compliance.osu.edu/concern-reporting.html)
- Hearing procedures for complaints against faculty, Faculty Rule 3335-5-04 (https://trustees.osu.edu/bylaws-and-rules/3335-5)
- Code of Student Conduct (https://trustees.osu.edu/bylaws-and-rules/code)

14.1 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 follow the College of Engineering POA policy on the appeals process.

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Employee and Labor Relations in the Office of Human Resources, https://hr.osu.edu/services/elr/.
14.2 FACULTY MISCONDUCT

Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 (https://trustees.osu.edu/bylaws-and-rules/3335-5).

14.3 FACULTY PROMOTION AND TENURE APPEALS

Promotion and tenure appeal procedures are set forth in Faculty Rule 3335-5-05 (https://trustees.osu.edu/bylaws-and-rules/3335-5).

14.4 SEXUAL MISCONDUCT

The University's policy and procedures related to sexual misconduct are set forth in OHR Policy 1.15 (https://policies.osu.edu/assets/docs/policy_pdfs/SexualMisconduct_FINAL.pdf).

14.5 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 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. 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, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see also Faculty Rule 3335-23-05).

14.6 CODE OF STUDENT CONDUCT

The code of student conduct (https://trustees.osu.edu/bylaws-and-rules/code) is established to foster and protect the core missions of the University; to foster the scholarly and civic development of the University’s students in a safe and secure learning environment, and to protect the people, properties and processes that support the University and its missions.