

**Pattern of Administration
Department of Pharmacology
The Ohio State University College of Medicine**

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Department of Pharmacology

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I. Introduction

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

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

II. Mission of the Department

The Department of Pharmacology is dedicated to the discovery and dissemination of new knowledge and to providing a state-of-the-art education to undergraduates, professional students, graduate students and postdoctoral fellows concerning the theoretical principles and methodologies used in pharmacology and allied disciplines. Excellence in research and teaching, and service on departmental, college, university or national committees is considered fundamental to achieving the department's mission. Faculty publications and acquisition of extramural research and training grants are central for enhancing the department's educational and research missions. Moreover, the department should provide an environment for the faculty and students to develop their full intellectual, research and educational potential.

The Department of Pharmacology Faculty serve the University by providing the education and training for graduate students in the Integrated Biological Graduate Studies Program, wherein students can obtain the transcript designation of an education and training emphasis in "Molecular Pharmacology, Pharmacogenomics & Therapeutics." Faculty contribute to teaching in other graduate studies programs including the Neuroscience graduate program, Molecular, Cellular and Developmental Biology graduate program and Biochemistry graduate program. The Pharmacology Department Faculty teaches the bulk of the clinical pharmacology courses in the Medical School curriculum. A Masters in Clinical Pharmacology is also offered within the department. The faculty strive to integrate research and teaching to provide the most progressive and challenging environment for students in both the laboratory and the classroom. The research mission of the Department of Pharmacology is to integrate a number of diverse scientific disciplines including molecular, histological, biochemical, physiological, behavioral, computational, and genetic approaches to delineate drug actions and identify potential novel therapeutic targets in the treatment of human disease.

III. Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, www.oaa.osu.edu/acad_rts_respons.php.

IV Faculty

Faculty Rule 3335-5-19, www.trustees.osu.edu/ChapIndex/index.php 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 include regular faculty with compensated FTEs of at least 50% in the department. Auxiliary faculty, emeritus faculty, and regular faculty joint appointees with FTEs below 50% in this department are invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

The Department of Pharmacology has a regular clinical track. Regular clinical track faculty titles are assistant professor of clinical pharmacology, associate professor of clinical pharmacology, and professor of clinical pharmacology. Regular clinical track faculty may vote in all matters of department governance except tenure track promotion and tenure decisions.

The Department of Pharmacology has a regular research track. Regular research track faculty titles are research assistant professor of Pharmacology, research associate professor of Pharmacology, and research professor of Pharmacology. Regular research track faculty can comprise no more than 40% of the tenure track faculty. Regular research track faculty may vote in all matters of department governance except tenure track promotion and tenure decision and clinical track 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.

V Organization of Department Services and Staff

Services and staff of the Department of Pharmacology shall consist of a department administrator, department secretary and the sharing of SBS core services. Administrative and secretarial services will be accessible to all faculty members, with due consideration that staffing is insufficient to service all needs that may arise. Secretarial personnel provide assistance with word processing, faxing, copying, scheduling, reception and other communication assistance. In addition the departmental secretary and administrator are responsible for communicating and expediting all building service requests and assist in processing travel request. SBS core services provide HR, fiscal and grant management including reimbursements, vacation leave, post award grant management, and personnel actions that include processing monthly appointments, hourly payrolls, and benefits. To provide for efficient and adequate staff support, generation of extramural funds by the faculty is essential to supplement the departmental budget allocated to departmental office needs.

VI. Overview of Department Administration and Decision-Making

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

VII. Department Administration

A. Chair

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35, www.trustees.osu.edu/ChapIndex/index.php. 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, www.trustees.osu.edu/ChapIndex/index.php, 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 investigations.
- 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.
- 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 www.trustees.osu.edu/ChapIndex/index.php 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.

Day-to-day responsibility for specific matters may be delegated to others, but the chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The chair will therefore consult with 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.

B. Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The Chair is an ex-officio member of every committee and may vote on each committee except for the eligible faculty.

a. Graduate Studies Committee for the Masters Degree in Pharmacology

The Graduate Studies Committee oversees and administers the graduate degree program according to Section VI of the Graduate School Handbook <http://www.gradsch.ohio-state.edu/Depo/PDF/Handbook.pdf>. This committee is composed of at least three appointed faculty with one faculty member elected as the Chair and serving a three-year term. This committee prepares the handbook outlining the entrance and course requirements for approval and recommends student candidates to the entire faculty. The committee guides the students' choice of courses and follows their progress towards the Masters degree. The committee chair will report to the faculty at regular departmental faculty meetings.

b. Integrated Biomedical Science Program Graduate Studies Committee (IBGP)

A faculty member and an alternate are elected to serve on the IBGP graduate studies committee for a term of three years or as stipulated in the bylaws of the IBGP program. The member will represent the interest of the department in graduate student recruitment and curriculum matters. The member will report to the faculty at regular departmental faculty meetings.

c. The Appointment Promotion and Tenure Committee (AP&TC)

The AP&TC consists of all eligible faculty members excluding the departmental Chair. Eligible faculty are defined as faculty with tenure, and at the same or higher rank than the candidate under consideration. The AP&TC reviews the progress of faculty for promotion and tenure and reports this information to the Chair, who in turn makes recommendations to the Dean. This committee also includes tenure track faculty to review candidates for research track faculty, auxiliary and courtesy appointments and makes recommendations to the Chair. This Committee is guided by the Criteria and Procedures for Appointment, Promotion, Tenure and Merit Pay Raises in the Department of Pharmacology, which is part of the Pattern of Departmental Administration.

d. Research Space Reallocation Policy Committee

This committee will be advisory to the Chair and establish research space policy as it pertains to reallocation of departmental research space for funded and/or unfunded research activities. This committee is guided by this document as outlined in XII. *Assignment of Research Space*. This is not a standing committee but is activated as described in XII.

This committee is composed of three faculty members appointed by the Chair. All of the members must have 50% or greater appointments within the department. The committee will review all departmental research space and the activities associated with that space and make recommendations to the Chair regarding reallocation.

e. Junior Faculty Advisory Committee

This committee will be appointed by the chair and consist of three eligible faculty at the Associate Professor or Professor rank, one of whom will be appointed as chair of the committee. This committee will be responsible for advising an Assistant Professor or Associate Professor not yet tenured about the requirements for promotion to Associate Professor with tenure or obtaining tenure. They will meet approximately every four to six months to evaluate the faculty's progress in attaining extramural research funding, in submitting manuscripts for publication, in teaching performance, and in service commitments. Committee members shall

participate in teaching evaluation by attending some of the probationary faculty's lectures. They may also serve as a forum for the junior faculty member to express concerns and to seek advice about departmental policies. A summary of progress will be submitted to the Chair each year and retained in the junior faculty member's file.

f. College of Medicine Faculty Council

A bicameral governance system for the College of Medicine provides faculty representation in the determination of academic policy. Academic policy is broadly defined as any action, decision or procedure, which affects number, composition, qualifications and degree requirements of the students and/or the instructional, research and service functions of the faculty. The faculty elects one Delegate and one Alternate who serve for a three-year term. The representative reports to the faculty at regular departmental faculty meetings.

g. *Ad Hoc* Committees

The Chair of the Department will select faculty and appoint chairs to serve on *Ad Hoc* committees. Unless otherwise stated, any member of the regular faculty is eligible and required to serve on *Ad Hoc* committees. Both compensated and non-compensated auxiliary faculty are also eligible and required to serve on *Ad Hoc* committees.

h. Vice Chair for Academic Affairs

The Vice Chair for Academic Affairs is appointed by the departmental chair and serves as the chair's representative at departmental, college and university functions in the absence of the Chair. This person informs the faculty at regular faculty meetings, or as needed, of administrative rules and procedures contemplated and/or adopted by the administration. The Chair determines the administrative responsibilities of the Vice Chair. This person holds a tenured position in the department.

i. Vice Chair for Education

The Vice Chair for Education is appointed by the department chair and represents the department at meetings called by the COM & Health Science administration that deal with educational issues. This person informs the faculty at regular faculty meetings, or as needed, of administrative rules and procedures contemplated and/or adopted by the administration. Other duties include organizing new courses and in consultation with the faculty writing training grants and developing the departmental web page. This person holds a tenure-track faculty position in the department.

j. Independent Studies Program (ISP) Representative

A member of the tenured-track faculty is appointed by the department chair to serve as the departmental representative on the ISP Academic Program Committee. The member reports program developments at regular faculty meetings.

k. COM Research Committee Representative

A member of the tenured-track faculty is appointed by the department chair to serve as the departmental representative on the COM Research Committee. The member provides information about current research activities and policies at regular faculty meetings.

l. Seminar Committee

A member of the faculty is appointed by the department chair to be the lead for the Seminar/Journal Club graduate course. The lead will coordinate the scheduling of the internal and external speakers and be responsible for the reporting of grades for enrolled student.

VIII. Faculty Meetings

The chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per academic term and normally will provide for monthly 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 seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. Additional meetings will be held if deemed necessary by the Chair or on written request of 25% of the department regular faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

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

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

Either the chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at

least a majority of all faculty members eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting.

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

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

IX. Department Faculty Teaching Load Policy

The university's policy with respect to faculty teaching load is set forth in the Office of Academic Affairs Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.2, <http://oaa.osu.edu/handbook.html>. The information provided below supplements these policies.

Regular faculty are expected to engage in research, teaching and service to the university, college, department, their individual areas of expertise, and the profession. If faculty are engaged in or are assigned efforts that exceed the norm in any one or two of the teaching, research or service categories by a considerable degree, their workload expectations can be adjusted in the remaining category(ies). The chair is responsible for establishing priorities and work-load distribution for each faculty.

X. Policy on Faculty Duties & Responsibilities

The university's policy with respect to faculty duties and responsibilities is set forth in the Office of Academic Affairs Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.41, <http://oaa.osu.edu/handbook.html>. The information provided below supplements these policies.

During on-duty quarters, faculty members are expected to be available for interaction with students, service responsibilities and other responsibilities even if they have no formal course assignment that quarter. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Special Research Assignment or other approved leaves (see section XIII). Faculty Rule 3335-5-08 requires that faculty absence from campus for more than ten days (not necessarily ten contiguous days) during a quarter be approved by chair, dean, and provost.

The following policy does not constitute a contractual obligation. Fluctuations in demands and resources in the department (college) and the individual circumstances of faculty members may warrant adjustments to the policy as needed.

- A. Faculty Teaching Assignments.** Each faculty member is expected to engage in activities that contribute to the department, School and College's graduate and undergraduate

programs. Annual formal course load for individual faculty can vary. Tenure track new faculty may be assigned appropriate start-up or pre-tenure loads. Faculty who are especially active in research or in teaching may be given reduced responsibilities in other areas as appropriate.

a. Review of Teaching.

1. Faculty rule 3335-3-35 states that student opinions must be obtained in every formal course every year. Failure to evaluate every course will significantly affect performance reviews and merit pay. All faculty will be expected to use the SEI teaching evaluation form. Faculty may supplement these required methods with any others desired.

2. It is expected that all faculty will be responsible teachers and will hold classes regularly, will remain up-to-date in course content, and will conduct teaching evaluations in a professional manner.

B. Faculty Research and Scholarship Assignments. Research and scholarship is the responsibility of every regular faculty member. Research and scholarship is manifested by conducting research, publishing research works in peer reviewed, high quality journals. Other indicators of a faculty member's research and scholarship program are attracting funds, generating intellectual property, mentoring students and colleagues, consultation in areas of research expertise, serving on expert panels in the area, giving invited lectures at scientific meetings, actively participating in scholarly societies, receiving recognition for research and scholarly contributions to science and the discipline, and providing professional expertise to the public.

C. Faculty Service Assignments. Service is the responsibility of every regular faculty member. Tenured faculty members are expected to assume greater services responsibilities than untenured faculty. The provision of professional service is an expectation of regular tenure track. Faculty provide services at the department, college and or university level, advisory services to graduate students, and professional services to peer, community leaders, as well as governmental and other community organizations. Each faculty member is expected to contribute in providing service to these constituencies. The nature and extent of service activity, however, will vary for individual faculty members. It is expected that service activities should coincide with faculty expertise and have the potential to enhance a faculty member's instruction and scholarship.

XI. Course Offerings & Teaching Schedules

The department chair/vice-chair for education 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, www.trustees.osu.edu/ChapIndex/index.php will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent quarter. 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 quarters of offering to assure that instructional expertise is always available for such courses.

XII. 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.

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.

A. Research Space Policy

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 purpose of this section is to outline the general policies that will result in the maximum efficient usage of new and existing research space in the department.

B. Criteria for Assignment of Space Within a Department

In order of priority and at the discretion of the department Chair:

- a. Space will be assigned to “principal investigators and co-principal investigators” with externally funded, peer-reviewed grants and contracts that provided prevailing full indirect cost recovery. Assignment of space to more than one individual associated with an award is to be in proportion to percent effort.
- b. Space will be assigned to newly recruited investigators and/or significant new programmatic activities with the potential for extramural funding.

- c. Space will be assigned to “principal investigators and co-principal investigators” with externally funded peer-reviewed grants and contracts that provided less than prevailing full indirect cost recovery. Assignment of space to more than one individual associated with an award is to be in proportion to percent effort.
- d. Space will be assigned to faculty that are “investigators” on externally funded grants and contracts that carry full indirect cost recovery.
- e. Space will be assigned to faculty that are in the process of going into new areas of research and/or are in the process of developing preliminary data for a grant submission.

C. Retention of Space

No space will be assigned on a permanent basis and departmental assignments will be reviewed by the Chair with input from the Research Space Reallocation Policy Committee on an ongoing basis. Research space may be reassigned by the Chair within the department at any time in the event that a faculty member has no active funding and does not perform laboratory activities as outlined above. The Research Space Reallocation Policy Committee is activated when the Chair and/or a faculty member perceives that reallocation of research space is required to meet the goals of section XII. *Allocation of Department Resources*, and if there is a difference of opinion regarding reallocation of research space.

D. Amount of Space Assigned

Space should be assigned as needed by the faculty to maintain an active research program, using the criteria outlined above. Space needs may vary for specific projects. The goal, however, should be to achieve an average direct cost recovery at prevailing rates for the total individual faculty research space assigned to a department. The prevailing rate is based on recommendation by the Dean.

E. Support for Research

Objective. The research activity of the Department is essential to its overall rating and viability. To maintain a vigorous research environment, the faculty must secure sufficient extramural funding, since state-budgeted funds are inadequate to maintain and grow research programs. Each faculty is required to participate in research, teaching, service, and professional activities. Under special instances, and with the approval of the Department Chair, faculty can fulfill their responsibilities without being active in all categories.

- a. **Laboratory Space and Extramural Funding.** It is the obligation of the University to provide adequate resources to each faculty to pursue their professional goals - with due consideration of overall resources available to the

department. On the other hand, maintenance of research laboratories requires extramural funding. Therefore, it is the obligation of each faculty engaging in laboratory research to seek extramural funding. If a faculty member fails to secure extramural funding and does not attempt to secure such funding, he/she loses the right to separate laboratory space. This does not preclude allocation of space to pursue a limited amount of research activity - depending upon availability of space and nature of the project to be pursued. This decision is in the discretion of the Department Chair, and in case of conflict, requires adjudication by an advisory faculty committee agreed upon by faculty and Chair.

- b. Faculty Letters of Offer.** Currently, faculty letters of offer are based on 9- or 12-month appointments. All new letters of offer will be 12-month. A fundamental difference for a 9-month appointment is that faculty would have three months off unless they supplement their salary from extramural funds. Under the 12-month appointment, faculty are required to work 12 months on their salary, as stipulated by the letter of offer between the University and the faculty. Faculty members are required to provide 33% of their salary from extramural sources with the expectation to provide 50% of their salary from extramural sources. Failure to meet these requirements may result in reduction to the guaranteed salary, typically 67% of full salary, unless specified by individual faculty letter of offer. For equal distribution of these obligations and expectations, faculty members with 9 months appointments are required to cover at least 8% of their salary (67% of a 12 month appointment covered by the College) with the expectation to cover 25% (50% covered by the College). Where these obligations have not been specified in the original letter of offer for historical reasons, these expectations and obligations are nevertheless guidelines impinging upon yearly salary decision. Supplementation beyond the full salary requires the approval of the Chair and the College of Medicine. Letters of job offer usually have a timetable for terminating salary support from the department. For example, a faculty member may be required to obtain 33% of salary during the second year of employment and 50% by the third year of employment. This agreement is binding on parties, faculty member and department, and will not be abrogated.

The following principles apply equally to both types of letters of offer.

- 1. Faculty Salary Recovery.** Faculty are required to request from an outside funding source a percentage of their salary equivalent to the percentage effort expended on that extramural activity. Each PI engaging in funded research is expected to seek extramural funding amounting to 50% of their salary. This is stipulated in letter of offer for new faculty, but existing letters of offer may vary. Since the faculty needs to work as a team to ensure reasonable salary compensation for all, it is anticipated that current faculty who are under no legal obligation to meet this requirement will make every attempt to do so. Thus each faculty must request salary support from the funding agency, or the College may not sign the grant application. Some agencies do not permit

salary support, and in such cases, this requirement may be waived. For the first grant, a minimum request for salary support is 33%. For a second grant the minimum request would have to bring the existing level of salary recovery to >50%. It is acknowledged that there are many circumstances that do not fit this rigid scheme, and faculty are encouraged to work out a fair solution with the Chair. If the budget of a grant is cut by the funding agency, the faculty may cut the salary recovery request by an equal percentage. However, this does not remove the responsibility to recover at least 33% overall.

2. **Salary Recovery Policy.** Recovery of 33% salary from extramural funds is part of the obligation of faculty to maintain a viable research enterprise. Extramural grants that bring in a regular overhead (prevailing rate) are considered as part of faculty activity during merit and promotion review. Contingent upon availability of funds, and as a general guideline, a bonus may be paid. Bonus and incentive plan is to be established separately. No provision is currently made by the College of Medicine to provide extra incentives for faculty who recover an additional 17% of salary because 50% is the targeted and expected overall recovery (even though the base salary is guaranteed at 67%). When salary recovery exceeds 50%, this amount will be returned in full to the Department; 50% of the amount recovered will be retained by the Department Chair for academic development projects, and 50% will be returned to the faculty in an account suitable for supporting research and other academic activities as part of the regular activity consistent with the faculty position.
3. **Required Departmental Assessment on All Grants.** It is the obligation of the faculty to work together to ensure continued viability of the Department. To generate sufficient funds for this, each new grant must contain a request for maintenance and replacement of common purpose equipment in the Department. A usage logbook will be maintained for all departmental equipment and individual PIs will be charged according to their percentage use of that equipment.

The scholarly activities expected of faculty in the Department of Pharmacology are described in the Criteria for Appointments, Promotion, Tenure and Merit Pay Raises. As noted in that document, faculty are to provide the Chair with timely information regarding the status of funding of research grants or contracts, name of the funding agency, dates of research grant proposal submissions, grant duration, direct and indirect costs, titles, principal or co-principal investigators and the status of both funded and pending grants. All faculty are expected to perform in all academic areas (research, teaching, service, professional activities), however, it is recognized that the areas of emphasis will vary between faculty.

XIII. Leaves and Absences

The University's policies with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html> and Office of Human Resources Policies and Procedures website <http://hr.osu.edu/policy/policyhome.htm>. The information provided below supplements these policies.

- A. 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) 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 quarter is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence of ten or more consecutive business days.
- B. Absence for Medical Reasons.** When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27, www.hr.osu.edu/policy/index.aspx.
- C. Unpaid Leaves of Absences.** The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>. The information provided below supplements these policies.

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.

- D. Special Research Assignments.** Information on special research assignments is presented in Volume 2 of the Office of Academic Affairs Policies and Procedures

Handbook, <http://oaa.osu.edu/handbook.html>. The information provided below supplements these policies.

Untenured faculty will normally be provided an SRA during their probationary period. Reasonable efforts will be made to provide SRA 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 department work.

Faculty members who desire an SRA should discuss the matter with the chair during annual evaluation or as soon thereafter as possible. The chair will indicate whether submission of a full proposal articulating the purpose and nature of the SRA is appropriate. The chair will normally announce decisions regarding SRAs 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.

E. Faculty Professional Leave. Information on faculty professional leaves is presented in Volume 2 of the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>. The information provided below supplements these policies.

Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Research Assignment and may be one, two, or three quarters in length for 9-month faculty and one, two, three, or four quarters in length for 12-month faculty. FPIs 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.

The Department's *Ad Hoc* Committee will review all requests for faculty professional leave and make a recommendation to the Department Chair based on the following criteria:

a. Satisfactory completion of OAA form 202-Application for Faculty Professional Leave –
http://oaa.osu.edu/assets/files/documents/Form202_012.pdf

b. Submission of a detailed plan for research and/or observations which demonstrates credible potential for

1. enhancing the individual's ability to function in his or her assigned faculty role and/or
2. introducing new and innovative knowledge, procedures and technology for the benefit of the Department, and its faculty and/or

3. improving the recognition and prestige of the Department and the University

The chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested. Prior to finalizing approval, the department must verify that all teaching and research obligations of the individual requesting FPL are fulfilled without undue imposition of responsibilities upon other department faculty members, and without measurable negative impact on the financial stability of the department.

XIV. 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, <http://oaa.osu.edu/handbook.html>. The information provided below supplements these policies.

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 job related activities providing supplemental compensation must be approved by the department chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is university policy that faculty may not spend more than one business day per week on supplementary 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.

XV. Financial Conflicts of Interest

The university's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>. 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.

XVI. Grievance Procedures

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

- A. Salary Grievances.** A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>).

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

- B. Faculty Misconduct.** Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 www.trustees.osu.edu/ChapIndex/index.php.

- C. Faculty Promotion and Tenure Appeals.** Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 www.trustees.osu.edu/ChapIndex/index.php.

- D. Sexual Harassment.** The University's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15 www.hr.osu.edu/policy/index.aspx.

- E. Student complaints.** Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether 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 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 <http://oaa.osu.edu/coam.html> and <http://senate.osu.edu/committees/COAM/COAMDuties.pdf>).

The Code of Student Conduct is Faculty Rule 3335-23, <http://trustees.osu.edu/Rules%2023/index.php>.

Medical students must also adhere to the Code of Medical Student Conduct: http://medicine.osu.edu/students/life/resources/honor_code/pages/index.aspx