

**Pattern of Administration  
for  
The Ohio State University  
Department of Physiology and Cell  
Biology**

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## **I Introduction**

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

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. 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 TIU Mission**

The mission of the Department of Physiology and Cell Biology within the College of Medicine and The Ohio State University has three fundamental components: education, research and service.

First is to educate undergraduate, graduate, and professional students in the physiological and cell biological sciences and skills basic to practice of medicine, dentistry, optometry, pharmacy and other allied health professions. Graduate education, which is incorporated in this function, prepares students for careers in physiological and cell biological research, research management and teaching. The educational mission of the Department is to strive for excellence in the didactic teaching of basic and applied aspects of physiology and cell biology. The graduate education mission encompasses research training of Masters and Ph.D. students; i.e., providing experienced mentors, state-of-the-art laboratory facilities and curricula to prepare students for careers in contemporary physiology, cell biology, and other related fields. The Department provides education and training for medical and graduate students in interdisciplinary programs, including the Biomedical Sciences Graduate Program (BSGP), the Molecular, Cellular and Developmental Biology Graduate Program (MCDB), the Biophysics Graduate Program, the Biochemistry Graduate Program (OSBP), and the Medical Scientist Training Program (MSTP).

The research mission of the Department of Physiology and Cell Biology is to foster a creative, interdisciplinary environment that to conduct basic and applied research that extends the frontiers of physiological and cell biological science at all levels of biological organization from molecules to the whole organism with relevance for the solution of health problems in humans and animals. Faculty will be responsible for the funding of their research programs through grant support, patent royalties or other mechanisms, and will disseminate knowledge acquired from their research through timely publication and other scholarly endeavors. Our research goals are to:

1. Lead interdisciplinary programs that promote the development of top-tier researchers, whose findings fundamentally advance our knowledge of physiology and cell biology and broadly impact human health.
2. Use cutting-edge model systems and technologies to accelerate fundamental mechanistic discoveries, diagnostic tools, and therapeutic strategies that can ultimately be translated into improved personalized patient care.
3. Maintain a diverse, collaborative training environment with strong mentorship that fosters intellectual creativity and instills the next generation of scientists with a passion to perform cutting-edge research.
4. To train graduate, post-graduate, professional, and undergraduate students in the conduct and methodology of research in physiology and cell biology; and to provide service for the general benefit of the life sciences community within the College of Medicine (COM) and The Ohio State University, as well as at the local, state and national levels.
5. Be international leaders in physiology and cell biology research.

The service mission of the Department is to provide service and expertise, to disseminate knowledge and provide administrative contributions to the biomedical community to The Ohio State University, the State of Ohio and national/international biomedical organizations.

### **III Academic Rights and Responsibilities**

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

### **IV Faculty**

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

The Department of Physiology and Cell Biology makes research appointments. Research faculty titles are research assistant professor, research associate professor and research professor of Physiology and Cell Biology. Research faculty can comprise no more than 33% of the tenure-track faculty. Research faculty shall not be elected to service on the Promotion and Tenure Committee or on the Teaching Committee of the Department of Physiology and Cell Biology.

Associated faculty and emeritus faculty are considered valuable members of the departmental faculty who are encouraged to participate in a non-voting capacity in all departmental meetings and activities.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this TIU is provided in the [Appointments, Promotion and Tenure Document](#).

### **V Organization of Department Services and Staff**

The Department of Physiology and Cell Biology is comprised of the Department Chair, vice-chair(s), the tenured and tenure-track faculty, research faculty, research scientists and staff. It also includes a department administrator and a department assistant.

### **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 Department Chair. The nature and importance of any individual matter determine how it is addressed. The 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.

All matters of the Department of Physiology and Cell Biology involving educational and academic policies require consultation with the faculty as a whole. This consultation, when practicable, shall be undertaken at a meeting of the faculty as a whole. Consultation may also take the form of appointment or election of a committee to bring specific proposals before the faculty.

A vote of the majority of the faculty will be required, in general, to decide matters that are covered by the Pattern of Administration. The faculty may delegate, to a committee and/or the chairperson, its authority to resolve an issue that would normally be decided by majority vote. In these cases, delegation of authority shall be accomplished by majority vote in a properly announced meeting of the faculty.

Operational efficiency requires that the Department Chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of Department academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The Department 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 Department Chair will explain to the faculty the reasons for the departure, ideally before action is taken.

## **VII Department Administration**

### **A Department Chair**

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

Other responsibilities of the Department 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 performance and merit 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, after consultation with the tenured faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and this Department's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the 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 see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.

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

## **B Other Administrators**

At the discretion of the Department Chair, Vice Chairs (including a Vice Chair for Diversity, Equity and Inclusion) may be appointed for a 1 year term, renewed annually following yearly evaluation by the Department Chair.

The Vice-Chair is responsible for supporting the Chair of the Department in building and growing the department mainly as it relates to its core mission of Education. In addition, the Vice-Chair participates in Department leadership through advising the Chair's decisions in support of creating a scientific, educational, and financially viable academic Department. The Vice-Chair is mainly responsible for leadership in Education. For education, the Vice-Chair serves as Chair of the Teaching Committee and is the point of contact for this mission of the department. The Vice-Chair is also involved with graduate studies and provides leadership and oversight to the Graduate Studies committee, working closely with the Chair of this committee in growing the number of graduate students in the department. Finally, in the role of Departmental leadership, the Vice-Chair works closely with the Chair to advise on all matters of the Department operations (such as recruitment, development, strategy, finance, etc.) at the discretion of the Chair.

The Vice-Chair for Diversity, Equity and Inclusion will provide vision and leadership for diversity, equity and inclusion initiatives. The Vice-Chair will provide effective recruitment strategies for identifying diverse candidates, addressing and mitigating bias in the screening and selection processes; drive the development and implementation of new diversity-related programs and activities; collaborate with COM, Wexner, University and other stakeholders; act as a conduit for faculty, staff, and learners in mitigating concerns regarding discrimination; develop and monitor metrics applicable to the department's diversity, equity and inclusion goals; serve as a results-oriented catalyst for change.

The Department Chair may establish other administrative positions if necessary to meet the needs of the Department.

## **C Committees**

Much of the development and implementation of the Department of Physiology and Cell Biology policies and programs is carried out by standing and ad hoc committees. The Department Chair is an ex officio member of all Department committees and may vote as a member on all committees except the Committee of Eligible Faculty, the Appointment, Promotion and Tenure Committee, and the Graduate Studies Committee.

### APPOINTMENT, PROMOTION, AND TENURE (P&T) COMMITTEE

Detailed descriptions of the composition and duties of the AP&T committee are found in the department's Appointments, Promotion and Tenure document.

### MERIT COMMITTEE

#### A. Composition

1. The Merit Committee shall consist of six elected faculty members serving three-year staggered terms (two new members added per year in the fall semester). The department chair appoints the Chair of the Merit Committee.

## B. Duties and Functions

1. The Merit Committee shall review all faculty of the department for accomplishments in teaching, research, and service.
2. The Merit Committee shall tabulate yearly all metrics for the Department in terms of accomplishments in research, teaching and service.
3. The Merit Committee shall review and make recommendations to the Department Chair for Faculty Awards and Recognitions available in the College of Medicine, at the University level and national and international awards.

## GRADUATE STUDIES COMMITTEE

### A. Duties and functions

1. The Graduate Studies Committee (GSC) serves to provide departmental oversight for graduate students and to coordinate graduate program activities between the Department of Physiology and Cell Biology and graduate programs of The Ohio State University including the Integrated Biomedical Graduate Program (IBGP) in the College of Medicine and life sciences interdisciplinary graduate programs.
2. Members of the committee will represent the department on the Graduate Studies Committee of the Integrated Biomedical Graduate Program.
3. The committee will serve to promote recruitment of graduate students into faculty laboratories.
4. The committee will organize the annual department research day, which shall feature research activities of the trainees of the department.
5. The committee will report its activities at each faculty meeting.

### B. Structure and composition

1. The committee will consist of five faculty members.
2. Appointments to the committee will be made by the chairperson of the department after consultation with the faculty.
3. The term of the office for faculty will be three years.
4. Faculty appointments will usually be made official during the spring semester. Outgoing members will function until that time.

### C. Officers

1. The officers of the committee shall consist of a chairperson, a vice- chairperson and an alternate representative.
2. The chairperson and vice-chairperson will be appointed for a three-year term by the departmental chairperson after consultation with the committee. The alternate will be elected annually at the first official meeting of the newly constituted committee.

3. The chairperson and vice-chairperson will serve as the departmental representative on the IBGP Graduate Studies Committee. The alternate will attend the IBGP meetings when the chairperson and co-chairperson are unable.
4. The chairperson will be responsible for carrying out the daily operation of the GSC, calling and presiding at meetings, preparing the agenda for meetings, executing the decisions of the committee and reporting committee activity to the faculty at normally scheduled departmental meetings.
5. Vacancies in these offices will be filled by committee vote as soon as possible.

#### D. Quorum

1. Three voting members, including at least one of the officers present at any official meeting of the committee, shall constitute a quorum.
2. A simple majority vote, of voting members present, shall be required for all official actions of the committee.

#### E. Meetings

1. Meetings shall be held at least once each semester throughout the calendar year at a definite time and place, unless specifically canceled by vote of the committee.
2. Special meetings may be called by the chairperson at any time and must be called by him/her if requested by two other members of the committee.
3. All members must be given adequate notice of all meetings.

### SPACE COMMITTEE

#### A. Composition

The space committee (and Committee Chair) will be appointed by the Chair and will consist of four members appointed to staggered three year terms.

#### B. Duties and Functions:

1. The responsibility of the space committee is to serve in an advisory capacity to the chair, annually updating funding and space calculations, and communicate these data to all faculty.
2. Assignment and retention of research space will be made according to the space policy managed through the College of Medicine and DHLRI.

### SEARCH COMMITTEE

**The formation of ad hoc search committees will be done when a new faculty search is initiated. Please refer to the AP&T document for details on the composition and functions of this committee.**

## TEACHING COMMITTEE

This Committee deals with all aspects of the curricular offerings of the department.

### A. Composition:

1. Chair (named by Departmental Chair, but usually the Vice-Chair of the Department)
2. Course Directors of major department service courses (e.g. 3200, 3100, 6101,6102, 8101)
3. Directors and Administrators of College of Medicine pathways.

Appointment of each course director will be made by the departmental chairperson.

### B. Duties and Functions:

1. Evaluation of current course offerings as to availability, adequacy, sequence and frequency.
2. Recommendation of new courses and the deletion of old courses as required to maintain the academic program of the department at a modern-robust level.
3. Recommendation to the faculty concerning changes in course offerings and programs.
4. Submission of all changes in existing courses as well as additions to or deletions from present course offerings to the College of Medicine Curriculum Committee and the University Office of Academic Affairs.
5. Report periodically to the faculty on the status of the curriculum and regularly contact members of the faculty for suggested changes that might improve the curriculum.
6. Advisement to the departmental chairperson on yearly assignment of teaching responsibilities to the members of the faculty.
7. Review and coordinate procedures and outcomes of student evaluations of courses and faculty. Provide peer review of instruction upon request.
8. Serve as the primary contact for faculty concerning any teaching issue.

## JUNIOR FACULTY ADVISORY COMMITTEES

Each member of the faculty who is appointed at the rank of assistant professor will be assigned a three-person advisory committee. The Committee will be composed of members of the tenured faculty including one member who has recently received tenure, and will be appointed by the departmental chairperson in consultation with the advisee. Each Junior Faculty Advisory Committee will serve until their advisee is either promoted to associate professor or departs from the department. The committee will meet at least twice annually. Responsibility of these committees is to provide overall guidance and support for the junior faculty member in all aspects of adjustment to the university and the pursuit of promotion and tenure. The advisory committee will also be responsible for teaching evaluation of the junior faculty as detailed in the AP&T document. Please refer to Appendix A for mentoring suggestions.

## TENURED FACULTY ADVISORY COMMITTEES

Encouraging and supporting mid-career professional development is important. Each member of the faculty who has reached the rank of associate professor shall form a peer advisory committee that includes two or

three colleagues from within and/or outside of the department. The purpose of this group is to advise the faculty member in the formulation of a long-range plan for professional development and to provide feedback on immediate and long-range issues. The group should meet regularly to discuss progress in professional development. No reports will be generated but the faculty member should inform the chair when the advisory committee is formed.

#### TENURED FACULTY PEER REVIEW OF TEACHING COMMITTEE

The department chair shall appoint a peer review group to evaluate the teaching performance of tenured faculty members seeking promotion. This group shall consist of at least two tenured faculty members. Refer to the APT document for detailed description of the responsibilities of this committee.

### **VIII Faculty Meetings**

The Department Chair will provide to the faculty a schedule of Department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester 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. A meeting of the Department faculty will also be scheduled on written request of 25% of the faculty. The Department Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The Department 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.

Voting by raised hand shall be the normal pattern. Either the Department 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 Department Chair will necessarily make the final decision.

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

### **IX Distribution of Faculty Duties and Responsibilities**

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

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

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the Department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the Department Chair. The department chair determines duties and responsibilities in accordance with the mission statement of the department. Duties should reflect departmental commitment to teaching, research, and service. Distribution and assignments will be made in accordance with individual faculty strengths and abilities.

A full-time faculty member's primary professional commitment is to The Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the Department Chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA [Policy on Faculty Conflict of Commitment](#).

## **A Tenure-track Faculty**

Tenure-track faculty members are expected to contribute to the university's mission via teaching, research, and service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected.

### **Teaching**

All tenure-track faculty are expected to contribute to the Department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the Department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment.

The Department Chair is responsible for making teaching assignments on an annual basis, and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the Department. All faculty members must do some formal instruction and advising over the course of the academic year.

### **Research**

All tenure-track faculty members are expected to be engaged in research as defined in the Department's [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a faculty member who is

actively engaged in research will be expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of similar quality and length as articles. Tenured Faculty are expected to attract extramural funding that supports at least 50% of their effort. Probationary Faculty's expectations are listed in their Letter of Offer. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

## **Service**

Faculty members are expected to be engaged in service and outreach to the Department, College, university, profession, and community. Expectations for service are detailed in the AP&T document.

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

## **B Research Faculty**

Research faculty members are expected to contribute to the university's mission via research.

In accord with Faculty Rule [3335-7-34](#),

*a research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the Department's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.*

Research faculty expectations for research are similar to those for the tenure-track, albeit proportionally greater since 100% of effort for research faculty members is devoted to research. Specific expectations are spelled out in the letter of offer.

## **C Associated Faculty**

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

Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

## **D Parental Modification of Duties**

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

The faculty member requesting the modification of duties for childbirth/adoption and the Department Chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while

addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean.

## **X Course Offerings and Teaching Schedule**

The Department Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. 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 and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

## **XI Allocation of Department Resources**

The Department 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 unit goals.

The Department 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 Department 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. Space allocation follows the rules set forward by the College of Medicine Office of Research.

Each full time tenured- and tenure-track faculty is entitled to an office, regardless of funding status. 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.

## **XII Leaves and Absences**

In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)). 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](#) and Office of Human Resources [Policies and Forms website](#). The information provided below supplements these policies.

### **A Discretionary Absence**

Faculty are expected to complete a travel request or 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 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. [Rules of the](#)

[University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)) and must be requested on the [Application for Leave form](#). Per the College of Medicine POA, University business leave in excess of 30 work days a year (i.e. days faculty are expected to be at work), requires written justification by the faculty's Department Chair and approval from the Dean's office. This is prorated relative to the faculty's total FTE.

## **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 Department 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](#).

## **C Unpaid Leaves of Absence**

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#).

## **D Faculty Professional Leave**

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#). The information provided below supplements these policies.

The Department's Merit committee will review all requests for faculty professional leave and make a recommendation to the Department Chair based on the quality of the proposal as well as its potential benefit to the department and to the faculty member.

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.

## **XIII Supplemental Compensation and Paid External Consulting**

Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#). No departmental guidelines that supplement College or University Policies are recommended.

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 more than one business day per week on supplementally 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 faculty member's Department Chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the Department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

#### **XIV Financial Conflicts of Interest**

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

Faculty members 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.

#### **XV 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. Content below describes procedures for the review of specific types of complaints and grievances

##### **A Salary Grievances**

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the Department 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 Department Chair and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

## **B Faculty Misconduct**

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

## **C Faculty Promotion and Tenure Appeals**

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

## **D Sexual Misconduct**

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

## **E Student Complaints**

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Department Chair, the Department Chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Department 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 Department 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 Department Chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the [Committee on Academic Misconduct](#) (see also Faculty Rule [3335-23-05](#)).

## **F Code of Student Conduct**

In accordance with the [Code of Student Conduct](#), faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct.

## **APPENDIX A**

### **MENTORING SUGGESTIONS FOR JUNIOR FACULTY ADVISORY COMMITTEES**

The issues listed below are typical, though not all inclusive, topics which should be considered by the new faculty member and the Junior Faculty Advisory Committee.

- How does one establish an appropriate balance between teaching, research, and committee work? How does one say "no"?
- What funds are available from the department / University? Start-up funds, graduate scholarships, travel / conference, small equipment funds, etc.
- How is the department organized? How are decisions made?
- What infrastructure is available to the new faculty member?
- What should the professional profile be after 3 years?
- What criteria are used for teaching excellence, how is teaching evaluated, and what is a teaching dossier?
- How does one obtain feedback concerning teaching?
- What resources are available for teaching enhancement?
- How does one become a member of the Graduate Faculty?
- What should graduate students expect from their supervisor?
- What are the Health and Safety implications to running a laboratory?
- What committees should one be on and how much committee work should one expect?
- How does the 3 year review proceed and how is tenure achieved?
- What should be included in the annual activity report?
- Will there be feedback about performance from the Chair, if so how often?
- What social events occur in the department, what seminars / workshops?
- What are the policies concerning maternity, family or personal leaves? (University of Toronto)

#### **A MENTOR'S ROLE MAY INCLUDE, BUT IS NOT LIMITED TO:**

- Recognize and evaluate what you can offer, keeping in mind that you should not expect yourself to fulfill every mentoring function
- Clarify expectations with your mentee about the extent to which you will offer guidance concerning personal as well as professional issues such as advice about how to balance family and career responsibilities
- Give constructive feedback (as well as praise) when warranted but present it with specific suggestions for improvement
- Help new faculty learn what kinds of available institutional support they should seek in order to further their own career development - such as faculty development funds
- Take time to be available to your mentee (can keep in contact by dropping by, calling, sending e-mail, or inviting your mentee to lunch); ask questions and to read proposals and papers, and for periodic reviews of progress; to constructively criticize errors and to recognize and praise excellence
- Tell your mentee if he/she asks for too little - or too much - of your time

- Maintain confidentiality
- Discuss with the mentee the "rules" of the department
- Advise on tenure and promotion requirements and processes
- Provide advice on University, college, and department policies
- Suggest strategies for effective teaching, grading, and writing grant proposals
- Propose effective ways of interacting with students and colleagues
- Help sort out priorities: budgeting time, publications, teaching, obtaining appropriate resources, setting up a lab or experimental work if appropriate, committees
- Suggest how to say "no" to certain demands on his/her time
- Provide social support, act as an advocate for the new faculty member
- Introduce him/her to colleagues from other departments
- Explain the written and unwritten rules of the University
- Discuss research, publication, and presentations at conferences (University of Wisconsin Oshkosh)