**Pattern of Administration for University Libraries and Colleges that serve as TIUs**

**Information and Instructions for Required Outline**

The Pattern of Administration for a college that serves as a tenure-initiating unit (TIU) will contain elements common to both the Patterns of colleges with TIUs and those of TIUs. These instructions describe the preparation of that hybrid document.

A college’s Pattern of Administration (POA) should strike a balance between assuring meaningful involvement of the faculty in the governance of the unit and recognizing that the dean has ultimate responsibility for the college’s administration.

A college that serves as a TIU may develop advisory bodies to consider and make recommendations on any issue requiring a decision, from course assignments to salary recommendations, but the dean must retain responsibility for the final decision or recommendation to a higher level of administration. The dean has ultimate responsibility for allocating the college’s resources in a way that makes the most fiscal and programmatic sense and cannot delegate that responsibility.

The POA should not include content that overlaps material required in the college’s Appointments, Promotion, and Tenure (APT) document. Redundant content in the POA and APT documents serves no purpose and often results in inconsistencies. The only exception is the mission statement, which must be reproduced identically in both the POA and APT documents.

The POA should refer to and be consistent with the [University Faculty Rules](https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules). It is inadvisable to quote rules extensively, given that such passages will not reflect later revisions of the Rules. In place of quoted material, cite the relevant Rule number and embed the web address within it to comply with accessibility guidelines. If quoting from the rules is deemed essential, please clearly demarcate the quotation (indent and/or italicize).

The POA must include a cover page with college name. Include a table of contents and paginate the POA. OAA maintains a digital collection of governance documents on its own [website](https://www.osu.edu/assets/brand/ohiostate-editorialstyle.pdf) and encourages colleges to make their POA available on their websites.

The required outline in the accompanying POA guideline document provides actual content and language that could be adopted in its present form or modified to better suit the particular needs of a college. The content and language are based on university rules and policies as well as on common practices that work well for many units. Because a common format is needed to facilitate reference to POA documents, colleges are to follow the required outline, except for any sections that do not pertain to them (e.g., colleges that do not have faculty on the regional campuses do not need to include information relevant to those appointments).

Include current references to all university titles, rules, policies, offices, and entities. Web addresses should be embedded to comply with accessibility guidelines. See the [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook), Chapter 1, Section 3.0: Updating Obsolete Material, for a summary of commonly found obsolete references that must be corrected before governance documents are submitted for review.

Items in red italicized text in the accompanying POA guideline document that follows are notes and comments; they are not to appear in a college’s POA.

*The sections that follow are numbered according to the corresponding sections in the accompanying POA guideline document and are linked to them.*

# I [Introduction](#Introduction)

Provide an introductory statement that, at minimum includes the information that the POA must be reviewed and either revised or reaffirmed on appointment or reappointment of the dean.

# II [College mission](#CollegeMission)

Include the college’s mission. This statement must also appear in the college’s APT document. This is the only example of duplicated material in the two documents; the language must be identical in both.

Within the college’s academic mission statement:

* identify the audiences of the unit’s teaching, research and creative activity, engagement, and service;
* explain how these audiences affect the nature of its teaching, research and creative activity, engagement, and service; and
* establish the relative importance of the various kinds of faculty effort in the context of the mission.

As part of its mission, the college should set the goal of increasing the quality of its endeavors. In addition, the unit should assure that its guidelines on faculty duties, responsibilities, and workload (see the [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook)*,* Chapter 2, Section 1.4.3: Duties and Responsibilities) included in its POA are consistent with its mission and its criteria for appointments, promotion, and tenure, and for merit salary increases and other rewards.

# III [Academic rights and responsibilities](#AcademicRights)

Include the link to the university’s [reaffirmation of academic rights and responsibilities](https://oaa.osu.edu/academic-rights-and-responsibilities).

**IV** **[Faculty](#Faculty)**

### A [Faculty appointments](#FAcultyAppointments)

Describe who is considered a faculty member in the college for voting purposes and for purposes of consultation (if the two are different).

State the college’s appointment cap on clinical/teaching/professional practice faculty. Clinical/teaching/professional practice faculty may comprise no more than 40% of the total tenure-track, clinical/teaching/professional practice, and research faculty in each of the colleges of the health sciences. The professional colleges have a 20% cap. In all TIUs not in the health sciences, the number of clinical/teaching/professional practice faculty members must be fewer than the number of tenure-track faculty members in each unit.

State that research faculty can comprise no more than 20% of the college’s tenure-track faculty unless an exception has been authorized by the tenure-track faculty in the unit. In all cases, however, the number of research faculty positions must constitute a minority with respect to the number of tenure-track faculty.

**B** **[Voting rights](#_B_Voting_Rights_1)**

State the voting rights accorded to each of the appointment types in the college, basing these on the language in this section of the accompanying POA guideline document, as appropriate. Joint-appointed faculty may vote on promotion and tenure cases only in their TIU (see [Faculty Appointments Policy](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf)).

**C** **[Distinguished professor](#DistinguishedProfessor)**

Colleges may award the title of Distinguished Professor in recognition of excellence in teaching, scholarship, and service. Colleges that wish to establish college distinguished professorships must include criteria for review and procedures for awarding such distinctions. See the [Faculty Appointments Policy](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf) and the details that appear in the accompanying POA guideline document.

**D** **[Endowed chairs and endowed professorships](#_D_Endowed_Chairs_1)**

Colleges must have written guidelines regarding endowed positions using the [template for unit-level policies: endowed positions](https://oaa.osu.edu/sites/default/files/links_files/Template-unit-level-policies-endowed-positions.docx) (see also the report from the [Endowed Faculty Positions Working Group](https://oaa.osu.edu/academic-plan/endowed-faculty-positions)). Endowed faculty guidelines must include, at a minimum, a description of the impact of endowed positions for the academic unit, a general description of criteria and process for appointment and reappointment and a general expectation of participating in stewardship of donors. Guidelines could also address appointment letters, use of funds, scholarly expectations and specific stewardship expectations. See Endowed Faculty Positions for more information. Endowments are subject to review by the dean and approval by the Board of Trustees.

**1** **[Criteria for appointment and reappointment](#_1_Criteria_for_1)**

Colleges that name Endowed Chairs and/or Endowed Professors should include the details that appear in the accompanying POA guideline document.

**2** [**Process for** **appointment and reappointment**](#_2_Process_for_1)

Appointments and reappointments to endowed chairs or professorships follow the procedures outlined in the [Faculty Appointments Policy](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf). Include the details that appear in the accompanying POA guideline document.

**V** **[Organization of the college](#_V_Organization_of_1)**

List the college’s divisions and centers and any other organizational units within the college.

**VI** **[Overview of college decision-making](#_VI_Overview_of_1)**

Include a statement on how college policy and program decisions are made.

**VII** **[College administration](#_VII_College_Administration_1)**

**A** **[Dean](#_A_Dean_1)**

Include the responsibilities of the dean as detailed in the accompanying POA guideline document.

**B** **[Other](#_B_Other_Administrators_1)** [a](#_B_Other_Administrators_1)**[dministrators](#_B_Other_Administrators_1)**

This section should include information on other academic administrators, such as vice, associate, or assistant deans, etc.

**C** **[Committees](#_C_Committees_1)**

Colleges should develop a committee structure that assures that the time faculty members spend in committee work is time well spent. There is no model that fits all, or even most, colleges. The number of committees, their size, and their intensity of effort should be consistent with the size of the college (fewer faculty, fewer and smaller committees) and handled with good judgment regarding faculty input on the various types of business to be conducted. When possible, probationary faculty members’ committee responsibilities should be limited to allow acclimation to the university.

Describe the college’s standing committee structure, including the responsibilities of each committee, who the members are, how they are selected, length of term, and how the chair is selected. If students are permitted on committees, state how they are selected and whether they may vote. There is nothing that prohibits students from voting on college committees, though it is good practice to exclude students from sessions that involve student confidentiality.

If it does not have one, the college is urged to consider formalizing its efforts in diversity, equity, and inclusion by designating a standing committee charged with the oversight of that work.

In accordance with [Faculty Rule 3335-6-04(B)(1)](https://trustees.osu.edu/bylaws-and-rules/3335-6), all TIUs are required to have a committee of the eligible faculty that votes on personnel matters. Examples of other committees found in colleges across the university include committees on budget, curriculum, diversity, faculty development, graduate education, honors and scholars (to support internal and external faculty award nominations), library, personnel, research, technology, and undergraduate education. Most colleges have an executive committee. Many colleges have faculty advisory committees, staff advisory committees, and graduate student and undergraduate student advisory committees.

Functions that occur irregularly and may be carried out by ad hoc committees.

The dean is an *ex officio* member of every committee may vote as a member on all committees except the committee of eligible faculty and the Promotion and Tenure Committee.

Colleges that are TIUs are required to have the following standing committees: Investigations and Salary Appeals.

**1** **[Investigations Committee](#Investigations2)**

In accordance with Faculty Rule [3335-5-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html) (C), the College of XXX shall have an Investigations Committee. It shall follow the investigations process established in Faculty Rule [3335-5-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html)(C).

**2** **[Faculty Salary Appeals Committee](#FacultySalary2)**

In accordance with Office of Academic Affairs requirements, the College of XXX shall have a Faculty Salary Appeals Committee to review faculty salary appeals that cannot be settled at the TIU level. This committee shall follow the appeals process established in the Office of Academic Affairs [Policies and Procedures Handbook](https://oaa.osu.edu/policies-and-procedures-handbook), Chapter 4, section 2.

**D** **[Centers](#_D_Centers_1)**

**1** **[Establishment of college centers](#EstablishmentCollegeCenters)**

Colleges that wish to establish college centers must include a template for proposals to establish centers. See Faculty Rule [3335-3-36](https://trustees.osu.edu/bylaws-and-rules/3335-3) and the OAA [Academic Organization, Curriculum and Assessment Handbook](https://oaa.osu.edu/academic-organization-curriculum-and-assessment-handbook) for guidelines on establishing a college center. New centers will not be approved until this section of the POA has been approved by OAA.

**2** **[Review of college centers](#_2_Review_of_1)**

Include procedures for the periodic review of college centers (no less than every five years).

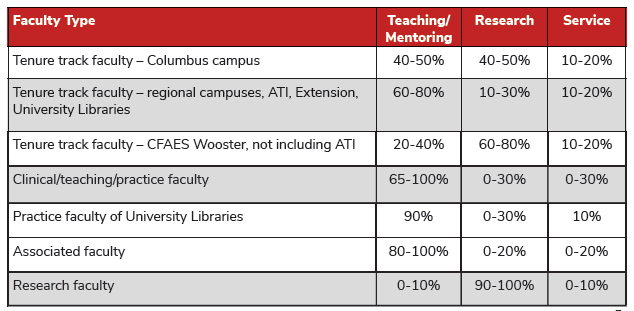
**VIII** **[Faculty meetings](#_VIII_Faculty_Meetings_1)**

Faculty Rule [3335-5-16](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html) requires that college faculty will meet upon call of the dean or in accordance with the college POA. Indicate in this section how many meetings are anticipated each year, how special meetings may be called, and how agendas are devised. State how meetings are announced, how meeting minutes are kept and disseminated, and how they may be amended. Say who can and cannot vote and under what circumstances a written vote will be taken.

Include what constitutes a quorum and what vote is required to approve those matters on which a vote is. A quorum is the required number of members present at a meeting for official action to occur. This includes taking a vote. A quorum can vary depending on the size and nature of the unit. To conduct business, most units require a majority of eligible faculty on duty in a given semester to be present. Others require a super-majority, typically two-thirds, while others require less than a majority such as 20% or 25%. OAA recommends that units require a quorum of two-thirds for a vote to be valid.

**IX** **[Distribution of faculty duties, responsibilities, and workload](#_IX_Distribution_of_1)**

[Faculty Rule 3335-5-07](https://trustees.osu.edu/bylaws-and-rules/3335-5) requires academic units to develop and implement a faculty workload guideline, which is to be integrated in their POA document. The college’s workload guidelines should be developed based on the university’s [Faculty Workload Guideline](https://faculty.osu.edu/faculty-support/equitable-policies/faculty-workload-guideline) and should describe the allocation of effort in the TIU in general terms (as opposed to that of individual faculty members). The following table provides ranges intended to guide the development of transparent yet adaptable expectations for assigning workload to entire faculty groups.



College expectations regarding faculty office hours are to be included. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours in order to be readily available to students. Any college guidelines that supplement university policies with respect to conflicts of commitment should be described, with the reader directed to the [Outside Activities and Conflicts Policy](https://policies.osu.edu/assets/policies/outside-activities-policy.pdf).

The process of approval of a college’s workload guidelines should include consultation of all faculty in the unit, according to [Faculty Rule 3335-3-35](https://trustees.osu.edu/bylaws-and-rules/3335-3), and should provide enough time for faculty discussion.

See the [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook), Chapter 2, Section 1.4.3.1: Teaching, for additional information on unit guidelines on the distribution of faculty duties, responsibilities, and workload.

There should be a separate section by faculty appointment type detailing workload expectations for each of the college’s faculty appointment types:

**A** **[Tenure-track faculty](#TenureTrackFaculty)**

Base the content of this section on the language in the parallel section of the accompanying POA guideline document.

**i** **[Special assignments](#SpecialAssignments)**

Describe any college guidelines that supplement university policy with regard to [Special Assignments](https://oaa.osu.edu/assets/files/documents/specialassignment.pdf).

**B** **[Clinical/teaching/professional practice faculty](#_B_Clinical/Teaching/Professional_Pr)**

Base the content of this section on the language in the parallel section of the accompanying POA guideline document.

**C** **[Research faculty](#ResearchFaculty)**

Base the content of this section on the language in the parallel section of the accompanying POA guideline document.

**D** **[Associated faculty](#_D_Associated_Faculty)**

Base the content of this section on the language in the parallel section of the accompanying POA guideline document.

**i** **[Guidelines for determining associated faculty FTE exceptions](#GuidelinesforFTE) to** [**Faculty Appointments Policy**](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf)

The [Faculty Appointments Policy](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf) requires colleges to have formal guidelines for addressing types of courses that warrant a change to the credit-hour FTE equivalency for lecturers or other associated faculty appointments. These guidelines must be written into the college POA and approved by OAA. The guidelines must take into account reasonable estimates on the number of hours spent in the classroom, preparing, grading, answering student email, and holding office hours. Colleges can approve additional pay for a course that has a limited or one-time increase in effort, such as a first-time preparation or slightly larger class size.

**E** **[Modification of duties](#_F_Modification_of)**

Colleges are encouraged to provide guidelines on modification of duties to assist TIU heads in making flexible arrangements for full-time faculty seeking accommodation for childbirth/adoption, care taking for an immediate family member who has a serious health condition, or a qualifying exigency arising from the employee’s immediate family member being on covered active duty in a foreign country or being called to covered active-duty status. Options include reassigning the off-duty period; deferring teaching obligations to another semester; using a 7-week teaching schedule; redistributing expectations among teaching, research, and/or service; team teaching.

**X** **[Course offerings, teaching schedules, and grade assignments](#_X_Course_Offerings,_1)**

Describe how the college’s course offering schedule (see the [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook)*,* Chapter 2, Section 1.5: Course Scheduling) and faculty teaching schedule are developed (see Chapter 2, Section 1.4.3: Duties and Responsibilities).

Include a statement that the dean will determine an appropriate course of action when an instructor has been unable to assign grades before the university deadline.

**XI** **[Allocation of college resources](#_XI_Allocation_of_1)**

Describe any college guidelines with respect to travel funds, space assignments, and other resources (other than merit salary increases, which are discussed in the APT Document).

**XII** **[Leaves and absences](#_XII_Leaves_and_1)**

Describe any college guidelines regarding how leaves are considered and approved, and how the following absences from duty are handled:

**A** **[Discretionary absence](#_A_Discretionary_Absence_1)**

**B** **[Absence for](#_B_Absence_for_1)** [m](#_B_Absence_for_1)**[edical](#_B_Absence_for_1)** [r](#_B_Absence_for_1)**[easons](#_B_Absence_for_1)**

**C** **[Unpaid](#_C_Unpaid_Leaves_1)** [l](#_C_Unpaid_Leaves_1)**[eaves of](#_C_Unpaid_Leaves_1)** [a](#_C_Unpaid_Leaves_1)**[bsence](#_C_Unpaid_Leaves_1)**

**D** **[Faculty Professional Leave (FPL)](#_D_Faculty_Professional_1)**

**E** **[Parental leave](#_E_Parental_Leave_1)**

If the college has no supplemental guidelines, at minimum, list each topic and direct the reader to the appropriate university policy or Faculty Rule.

The Board of Trustees (BOT) requires that every college have formal criteria for reviewing the merits of proposals, including procedures for peer review, for faculty professional leave submitted from faculty within their units.

**XIII** **[Additional compensation and outside activities](#_XIII_Additional_Compensation_1)**

Describe any college guidelines with respect to the circumstances under which additional compensation for university work will be considered and external professional service activities will be approved.

The [Faculty Compensation Policy](https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf) defines the upper limits on what is possible, and the college is encouraged to consider whether lower limits are appropriate to its circumstances.

For purposes of the [Outside Activities and Conflicts Policy](https://policies.osu.edu/assets/policies/outside-activities-policy.pdf), and unless otherwise set forth in the college’s guidelines or POA, a nominal honorarium for external professional activities is that which is considered usual and customary in higher education and the specific field of study. A guideline may include a maximum honorarium figure, with approval required for higher honoraria. Approval of an outside activity is at the discretion of the dean and will be denied should a conflict of interest or commitment exist ([Outside Activities and Conflicts Policy](https://policies.osu.edu/assets/policies/outside-activities-policy.pdf)). The college POA is to include additional guidelines for when an outside activity will not be approved.

Colleges are to determine a process for a faculty member to request permission to use a textbook(s) or other material that is authored by that faculty member and sale of which results in a royalty being paid to them. Generally, such a process is by way of a book selection committee and/or approval by the dean. See the *[Policies and Procedures Handbook](https://faculty.osu.edu/faculty-support/equitable-policies/policies-and-procedures-handbook)*, Chapter 2, Section 1.10: Use of self-authored material.

**XIV** **[Financial conflicts of interest](#_XIV_Financial_Conflicts_1)**

Describe any college guidelines with respect to reporting and managing potential financial conflicts of interest.

Direct the reader to the [Outside Activities and Conflicts Policy](https://policies.osu.edu/assets/policies/outside-activities-policy.pdf).

**XV** **[Grievance procedures](#_XV_Grievance_Procedures_1)**

Describe the college’s mechanisms for reviewing faculty, staff, and student grievances. The following grievances should be treated in this section:

**A** **[Salary grievances](#_A_Salary_Grievances_1)** (with references to the [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook)*,* Chapter 4, Section 2 and [Employee and Labor Relations](https://hr.osu.edu/services/elr/) in the Office of Human Resources)

**B** **[Faculty promotion and tenure appeals](#_B_Faculty_Promotion_1)** (with a reference to [Faculty Rule 3335-5-05](https://secure.ethicspoint.com/domain/media/en/gui/7689/index.html))

**C** **[Faculty and staff misconduct](#_C_Faculty_and_1)** (with references to [Faculty Rule 3335-5-04](https://trustees.osu.edu/bylaws-and-rules/3335-5) and [Employee and Labor Relations](https://hr.osu.edu/services/elr/) in the Office of Human Resources)

**D** [**Harassment, discrimination, and sexual misconduct**](#_D_Harassment,_Discrimination,_1) (with references to the Office of Institutional Equity, the university’s [policy on affirmative action and equal employment opportunity](https://policies.osu.edu/assets/policies/Policy-AAEEO.pdf), and the [policy on nondiscrimination, harassment, and sexual misconduct](https://policies.osu.edu/assets/policies/Policy-NDH-Sexual-Misconduct.pdf))

**E** **[Violations of laws, rules, regulations, or policies](#_E_Violations_of_1)** (with references to the [Office of University Compliance and Integrity](https://compliance.osu.edu/concern-reporting.html) and the [Anonymous Reporting Line](https://secure.ethicspoint.com/domain/media/en/gui/7689/index.html))

**F** **[Complaints by and about students](#_F_Complaints_by_1)** (with a reference to [Faculty Rule 3335-8-23](https://trustees.osu.edu/bylaws-and-rules/3335-8))

**G** **[Academic misconduct](#_G_Academic_Misconduct)** (health sciences colleges should include references to Board of Trustees Rule [3335-23-15](https://trustees.osu.edu/code-student-conduct/3335-23-15) and the [Committee on Academic Misconduct](https://oaa.osu.edu/academic-integrity-and-misconduct); all other colleges should include references to the [Committee on Academic Misconduct](https://oaa.osu.edu/academic-integrity-and-misconduct), the [Code of Student Conduct](https://trustees.osu.edu/bylaws-and-rules/code), and Board of Trustees Rule [3335-23-05](https://trustees.osu.edu/code-student-conduct/3335-23-05)).

**Pattern of Administration**

**for**

**The Ohio State University**

**College of XXX**

**This POA guideline document is for use only by University Libraries and the colleges that serve as TIUs:**

College of Dentistry

Moritz College of Law

College of Nursing

College of Optometry

College of Pharmacy

College of Public Affairs

College of Public Health

College of Social Work

Approved by the Faculty: [date]

Approved by the Office of Academic Affairs: [date]

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*Red italicized text is meant to provide guidance. It should not be included in unit governance documents.*

I [Introduction](#_I_Introduction)

This document provides a brief description of the College of XXX as well as a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules), and other policies and procedures of the university to which the college 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 college dean. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the Office of Academic Affairs.

II [College Mission](#_II_College_mission)

*Include the college mission statement. Wording here must be exactly the same as in the Appointments, Promotion, and Tenure Document.*

III [Academic Rights and Responsibilities](#_III_Academic_rights)

In April 2006, the university issued a [reaffirmation](https://oaa.osu.edu/rightsandresponsibilities.html) of academic rights, responsibilities, and processes for addressing concerns.

IV [Faculty](#Faculty1)

A [Faculty Appointments](#_A_Faculty_appointments)

Faculty Rule [3335­5-19](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. *[include appropriate faculty titles]*:

1. Tenure-track faculty with titles of instructor, assistant professor, associate professor, or professor.

2. Clinical/teaching/professional practice faculty with titles of clinical/teaching/professional practice instructor; assistant clinical/teaching professor and professional practice assistant professor; associate clinical/teaching professor and professional practice associate professor; and clinical/teaching/professional practice professor.

* Include the college’s appointment cap on clinical/teaching/professional practice faculty.

3. Research faculty with titles of research assistant professor, research associate professor, or research professor; research faculty can comprise no more than 20% of the tenure-track faculty.

* State that research faculty can comprise no more than 20% of the tenure-track faculty in the college, with research faculty positions always constituting a minority with respect to its number of tenure-track faculty.

4. Associated faculty to include:

a. Adjunct titles, clinical of practice titles *[health sciences only]*, lecturer titles, and visiting titles; and

b. Those on less than a 50% appointment to the university.

5. Emeritus faculty: Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](https://trustees.osu.edu/university-faculty-rules/3335-5). Full-time tenure track, clinical/teaching/professional practice, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. See the college’s [Appointments, Promotion, and Tenure Document](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure) for additional detail.

Depending on their appointment type, members of the college faculty are expected to contribute to the instructional, scholarship, service, and administrative missions and roles of the college. It is neither expected nor considered desirable for all faculty members to make equivalent contributions to each of these missions. Faculty assignments are described in the initial letter of offer of each faculty member and updated during the annual review process based on the college’s needs, as well as faculty productivity and career development.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this College is provided in the [Appointments, Promotion, and Tenure Document](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure).

# B [Voting Rights](#Votingrights)

Faculty members with a 50% or more compensated appointment, whose TIU is in the college, and who hold an appointment as tenure-track faculty, clinical/teaching/professional practice faculty, or research faculty shall have a full vote at college faculty meetings and in faculty elections.

Tenure-track faculty may vote in all matters of college governance.

If the college has voted to extend governance rights to clinical/teaching/professional practice faculty, the clinical/teaching/professional practice faculty may vote in all matters of college governance except tenure-track faculty promotion and tenure decisions and research faculty promotion decisions. Clinical/teaching/professional practice faculty may participate in discussions of clinical/teaching/professional practice faculty matters including promotion reviews.

If the college has voted to extend governance rights to research faculty, the research faculty may vote in all matters of college governance except tenure-track faculty promotion and tenure decisions and clinical/teaching/professional practice faculty promotion decisions. Research faculty may participate in discussions of research faculty matters including promotion reviews.

If the college has voted to extend governance rights to associated faculty, the associated faculty, with the exception of visiting faculty, may vote in all matters of college governance except personnel decisions.

Emeritus faculty may not participate in discussion of personnel matters and may not vote on any matter.

C [Distinguished Professor](#Distinguishedprofessor1)

Distinguished faculty members within the College of XXX may be awarded the title College of XXX Distinguished Professor in recognition of excellence in teaching, scholarship, and service.

*Include additional details about award [e.g., monetary award, public lecture].*

Criteria for consideration of this honorific include:

* Rank of professor
* A minimum of five years’ service in the college
* Excellence in teaching, scholarship, and service

The dean will solicit nominations annually from associate and assistant deans, who may submit a nomination letter outlining the key achievements of the faculty member.

*Include description of nomination materials and selection process.*

The honorific is limited to 20% of the college’s professors.

# D [Endowed Chairs and Endowed Professorships](#Endowedchairs)

Endowed positions illustrate the powerful partnership between faculty and philanthropists in defining areas of discovery and bringing them to life. A specific endowment agreement between the donor and the university sets the purposes of the endowed chair or professorship.

In the College of XXX, endowed positions are used to hire for excellence or clear evidence of potential for excellence. Such appointments are made to attract prominent hires or recognize excellence of existing faculty. Endowments are subject to review by the dean and approval by the Board of Trustees.

Appointments to endowed chairs are ordinarily made at senior tenure rank. Appointments to named professorships, when appropriate, can be made for early or mid-career faculty.

# 1 [Criteria for Appointment and Reappointment](#Criteriaappointment)

Appointments to endowed positions are based on an appropriate combination of recognized distinction as a scholar, teacher, researcher, or administrator; potential and willingness to provide leadership in terms of the university’s educational, scholarly, and service missions; high levels of collegiality and professionalism; demonstrated leadership and mentorship; and compatibility with the specifications established by the donor of the position. These positions also provide opportunities for leadership through mentorship of students, postdoctoral scholars and junior faculty. Those who receive this honor must perform as exemplary scholars, excellent colleagues, and be faculty in whose accomplishments the university and donor can rightfully take pride.

All endowed chair and endowed professorship appointments should follow criteria established in the endowment agreement.

Initial appointment to an endowed position should not exceed five years. The appointment, term, and specific expectations are outlined in the initial letter of offer (for new recruits) and in a separate appointment letter (for existing faculty). Successive renewals will be considered throughout the appointee’s remaining productive career. Renewal of endowed chairs and professorships is subject to satisfactory performance and continued faculty eminence. There should be no expectation or promise of renewal. In all cases, the university retains the right not to renew for any reason.

# 2 [Process for Appointment and Reappointment](#Processappointment)

*The processes the college uses for appointment and reappointment to endowed positions must be in alignment with the* [*Faculty Appointments Policy*](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf) *[see page 9 of the policy]. Use the* [*template for unit-level policies: endowed positions*](https://oaa.osu.edu/sites/default/files/links_files/Template-unit-level-policies-endowed-positions.docx) *[see also the report from the* [*Endowed Faculty Positions Working Group*](https://oaa.osu.edu/academic-plan/endowed-faculty-positions)*].*

Information about appointment letters and use of funds, including the process for annual review of fund balances, and other details about endowed positions may be found in the documents linked [here](https://oaa.osu.edu/academic-plan/endowed-faculty-positions).

# V [Organization of the College](#Organization)

The College of XXX is a tenure-initiating unit (TIU). The following are the different organizational units within the College of XXX.

*List the college’s organizational units. These might include divisions, centers, etc.*

# VI [Overview of College Decision-Making](#Overview)

Policy and program decisions are made in a number of ways: by the college faculty as a whole, by standing or special committees of the college, or by the dean. The nature and importance of any individual matter determine how it is addressed. College 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 [College Administration](#Collegeadministration)

## A [Dean](#Dean1)

The primary responsibilities of the dean are set forth in Faculty Rule [3335-3-29](https://trustees.osu.edu/bylaws-and-rules/3335-3). This rule provides as follows with respect to the responsibilities of the dean of each college:

“The major responsibility of the dean of each college shall be that of providing active leadership in the promotion, direction and support of educational and research activities of the University, in the maintenance of a high level of morale among the faculty, and in the encouragement of the spirit of learning among the students. In addition, the dean shall have general administrative responsibility for the program of the college, subject to the approval of the president and the board of trustees. These administrative responsibilities shall include the following duties:

1. Uphold expectations of the Leadership Philosophy:
   * Uphold Ohio State’s [Shared Values](https://www.osu.edu/shared-values) and engender trust through words and actions.
   * Care for people and create conditions for well-being and productivity.
   * Set clear direction and goals for their teams and align to the mission of the college.
   * Solve problems and support their teams to adapt to changing contexts.
   * Drive cross-functional collaborations to advance goals of the college.
   * Demonstrate commitment to continuous growth for themselves and their teams.
2. Preside at meetings of the college faculty and to appoint all college committees unless their membership has been designated by faculty rule or by the college faculty.
3. Approve courses of study for students in their college, to warn students who are delinquent in their studies and to recommend appropriate student disciplinary action to the appropriate University disciplinary body or official.
4. Present candidates for degrees to the president on behalf of the college faculty and to serve as a member of the council of deans (see rule [3335-3-23](https://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html) of the Administrative Code).
5. Make recommendations to the executive vice president and provost concerning the college budget, and concerning the appointments to and promotions within the staff and the membership of the college faculty, after consultation with the appropriate staff and faculty members.
6. Review in consultation with the faculty the college’s pattern of administration (POA). The POA shall be consistent with the principles of faculty governance and the responsibilities of the dean. At the beginning of each five-year term, in consultation with the faculty, the dean shall either reaffirm or revise the existing POA. The existing POA shall be the starting point for the review of the POA and shall remain in effect until the process is complete. Any revisions to the existing POA shall be accomplished first with broad faculty input, obtained in a manner consistent with the college’s established practices and procedures, and, second, with faculty approval, also consistent with the college’s practices and procedures. If faculty approval is not achieved, the dean shall explain the rationale in writing for the departure in order to enhance communication and facilitate understanding.”

Faculty Rule [3335-3-35](https://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html) provides the following additional responsibilities for TIU heads. Because the dean of the College of XXX is also the TIU head of the college, these additional responsibilities apply with respect to the dean of the College of XXX:

1. Operate the business of the college with efficiency and timeliness.
2. Assign workload according to the college’s workload guidelines (see Section IX ) and faculty appointment type (and rank).
3. Prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.
4. Plan with the members of the faculty the regular evaluation of the instructional and administrative processes and methods for their improvement, and to develop a plan for ensuring that students progress toward timely program completion.
5. Evaluate faculty members periodically in accordance with criteria approved by the Board of Trustees and subject to instructions from the executive vice president and provost, and also according to such supplemental criteria as may be set up by the college.
6. Inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their tenure initiating unit and to place in that file a response to any evaluation, comment or other material contained in the file.
7. Recommend to the executive vice president and provost, after consultation with the eligible faculty, appointments, promotions, dismissals, and matters affecting the reappointment and tenure of members of the college faculty.
8. Encourage research and educational investigations.
9. Maintain a curriculum vitae for all personnel teaching a course in the college’s curriculum.
10. Facilitate and participate in prescribed [academic program review](https://oaa.osu.edu/strategic-planning/academic-unit-review) processes, in collaboration with the Office of Academic Affairs.
11. See that all faculty, regardless of their assigned location, are offered the college privileges and responsibilities appropriate to their rank.
12. Lead in maintaining a high level or morale among faculty.
13. See that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
14. 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.

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

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

## B [Other Administrators](#Otheradministrators)

*At a minimum include information on other academic administrators,*

*including vice, associate, and assistant deans, etc.*

## 

## C [Committees](#Committees)

Much of the development and implementation of the college’s guidelines and programs is carried out by standing and ad hoc committees. The dean is an ex officio member of all college committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee. [*If it does not have one, the college is urged to consider formalizing its efforts in diversity, equity, and inclusion by designating a committee charged with the oversight of that work.]*

*The descriptions immediately following represent possible configurations for the two committees required for colleges that are TIU, an Investigations Committee and a Salary Appeals Committee.*

**1** **[Investigations Committee](#Investigations1)**

In accordance with Faculty Rule [3335-5-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html), the College of XXX shall have an Investigations Committee. The Investigations Committee follows the investigations process established in Faculty Rule [3335-5-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html). *[Describe the committee’s composition and how its chair is selected. State the term of service and whether reappointment is possible.]*

**2** **[Faculty Salary Appeals Committee](#Facultysalary1)**

In accordance with Office of Academic Affairs requirements, the College of XXX shall have a Faculty Salary Appeals Committee to review faculty salary appeals and to make recommendations to the dean concerning the disposition of such cases. The Faculty Salary Appeals Committee follows the appeals process established in the Office of Academic Affairs [*Policies and Procedures Handbook,* Chapter 4, Section 2](https://oaa.osu.edu/policies-and-procedures-handbook). *[Describe the committee’s composition and how its chair is selected. State the term of service and whether reappointment is possible.]*

*Describe the college’s other committees. Include number of members, how they are selected, length of term, how the chair is selected.*

### D [Centers](#Centers)

**1** **[Establishment of College Centers](#Establishmentcollegecenters1)**

College centers will have some mix, with variable emphases, of research/scholarship, instruction, service, clinical/teaching/professional practice, or outreach missions; and should draw upon faculty from more than one college.

Faculty members wishing to establish a college center should create a proposal to the dean addressing the following:

1. Mission: Explain the mission of the center and how it is aligned with the college’s strategic plan, including:
   1. The missions of the college (research, teaching, service, or outreach) most relevant to the center.
   2. The interdisciplinary nature of the center.
   3. The goals of the center that cannot be met within existing academic units.
2. Faculty: Describe the level of faculty interest and commitment to the center, including:
   1. The criteria for selecting the center’s faculty membership.
   2. A list of faculty expressing interest in associating with the center.
   3. The extent to which staff and students will be involved and supported.
3. Administration: Describe the administrative structure and responsibilities of the director and oversight committee, including:
   1. The name of the director or interim director of the center.
   2. The proposed responsibilities of the director.
   3. The function(s) and composition of the oversight committee. Center oversight committees within the College of XXX must have a majority faculty membership.
   4. The main components of a pattern of administration for the center (to be formally completed and approved by the dean within a year of center establishment).
4. Budget/Funding: Specify budget and funding sources for the center, including:
   1. The expected budget for the first year of operation.
   2. Funding sources and one-time and recurring costs.
   3. Existing or new equipment, space and facilities needed to establish the center.
   4. The sustainability of the center, including possibilities for external funding and details of related funding proposal submissions.
5. Evaluative Criteria and Benchmarks: Propose and define specific criteria and benchmarks against which the center will be measured.

6) Supporting Materials: Solicit and include letters of support from interested parties outside the college and entities with similar emphases at other universities.

A college academic center shall be administered by a director who shall be appointed by and report to the dean for a four-year term. The director is eligible for reappointment after undergoing formal reappointment review conducted in the fourth year of the director’s term by the faculty members of the center oversight committee. The recommendation of the review committee is advisory to the dean.

# 2 [Review of College Centers](#Reviewcollegecenters)

College centers will be reviewed two years after initial establishment and at four-year intervals thereafter. *[State what entity will conduct the review.]*

The review will be based on the following information.

1. Mission.
   1. Original mission statement.
   2. Proposal establishing the center.
   3. Annual reports.
   4. Description or list of all center activities, events, and initiatives that have contributed to fulfilling the mission and objectives of the center. If current activities differ from those originally envisaged or articulated in the mission statement, explain this evolution.
2. Faculty and Student Involvement and Contribution.
   1. List of current faculty and graduate student affiliates or associates.
   2. List of past faculty and graduate student affiliates or associates.
   3. List of all faculty publications, lectures, grants, or other activities related to their work with the center, focusing on those that contribute most centrally to the mission of the center.
   4. List of all student publications, lectures, grants, or other activities related to their work with the center.
3. Administrative Structure and Responsibilities.
   1. Description of administrative structure.
      1. Responsibilities and activities of all administrative staff, indicating their contributions to the mission of the center and its objectives.
      2. Indicate the contributions made by the oversight committee to the mission of the center and its objectives.
   2. Pattern of administration.
4. Budget.
   1. Current budget.
   2. Projected budget for next four years.
   3. Past budgets since last review.
   4. Description of the budgetary context for the center, outlining specific information regarding those expenses charged to the university’s general funds. Externally generated funds produced by the center should be itemized and inked to the functions and services articulated in the mission statement.
5. Evaluative Criteria and Benchmarks.
   1. List of evaluative criteria and benchmarks articulated in the original center proposal, identifying and describing the degree to which the center has met (or failed to meet) its stated evaluative criteria and benchmarks.
   2. Identify and justify any new evaluative measures and describe the degree to which the center has met these criteria or benchmarks.
   3. Provide any specific narrative information or data as appropriate, and attach as appendices any documentation (letters of recommendation, awards, news releases) that demonstrate how the center has met its criteria or benchmarks.

After discussing these materials with the center director and the oversight committee, the review committee will make an advisory recommendation to continue or discontinue the center.

# VIII [Faculty Meetings](#Facultymeetings)

The dean will provide to the faculty a schedule of college 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 college faculty will also be scheduled on written request of 25% of the faculty. The dean will make reasonable efforts to have the meeting take place within one week of receipt of the request. The dean (or designee) 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 college’s [Appointments, Promotion and Tenure Document](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure).

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

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

The college accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally faculty 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, Responsibilities, and Workload](#Distribution)

*The Office of Academic Affairs requires colleges that are TIUs to have guidelines on the distribution of faculty duties, responsibilities, and workload (see the OAA* [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook)*, Chapter 2, Section 1.4.3).*

Faculty roles and responsibilities are described in the initial letter of offer. Workload assignments and expectations for the upcoming year are addressed as part of the annual review by the dean based on college needs, as well as faculty productivity and career development.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and college meetings and events even if they have no formal course assignment. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours in order to be readily available to students. *[Insert college guidelines regarding holding office hours.]* On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave or on approved travel.

Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the dean if such work can be performed effectively, and faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain circumstances if it serves the needs of the college, university, and/or community. The dean has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the college and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

A full-time faculty member’s primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the dean in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the university’s [Policy on Outside Activities and Conflicts](https://policies.osu.edu/assets/policies/outside-activities-policy.pdf).

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the dean to take into account the impact over time of the crisis. These adjustments may include modifying research expectations in order to maintain teaching obligations. These assignment changes must be considered in annual reviews.

*The numbers and other specifics used in sections A – D are examples only and are given to indicate the kinds of information that should be included; specific must be consistent with the* [*Faculty Workload Guideline*](https://faculty.osu.edu/faculty-support/equitable-policies/faculty-workload-guideline) *and approved through consultation with all faculty in the college.*

A [Tenure-track Faculty](#Tenuretrackfaculty1)

Tenure-track faculty are expected to contribute to the university’s tripartite mission of teaching, scholarship, 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 college’s teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](https://faculty.osu.edu/faculty-support/equitable-policies/faculty-workload-guideline). 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 also vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, 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 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 dean 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 college. All tenure-track faculty members must do some formal instruction and advising over the course of the academic year.

*Include college-specific guidelines for determining increases or decreases to teaching assignment.*

**Scholarship**

All tenure-track faculty members are expected to be engaged in scholarship as defined in the college’s [Appointments, Promotion, and Tenure Document](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure). The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](https://faculty.osu.edu/faculty-support/equitable-policies/faculty-workload-guideline). Over a four-year rolling period a faculty member who is actively engaged in scholarship 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. Faculty engaged in basic or applied research are expected to attract extramural funding that supports at least 15% AY release time and that supports at least two graduate students per year. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

*Include college-specific guidelines for determining increases or decreases to the scholarship assignment. This might include a numerical range for expected publication activity or list other activities that are part of the unit’s scholarship agenda, such as evidence of work in progress on book manuscripts or creative works or presentations or posters at national or international conferences.*

**Service**

Faculty members are expected to be engaged in service and outreach to the TIU, university, profession, and community. The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload according to the university [workload guideline](https://faculty.osu.edu/faculty-support/equitable-policies/faculty-workload-guideline). This will typically include service on two committees within the college and one outside the college. This pattern can be adjusted depending on the nature of the assignment (e.g., service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the college or university).

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

The college recognizes that some of its faculty members bear an inherent additional service burden. That burden accrues when faculty members, often women and/or underrepresented colleagues, are recognized as uniquely positioned to assist with work at the college or university levels. Such individuals may be expected to provide more service than normal because their particular expertise, perspective, or voice can help working groups, for example, or task forces or students (through their mentorship of them) understand context, options, and opportunities in new ways. This additional service burden does not derive from volunteerism. Rather, it is an unwarranted and inequitable expectation.

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the dean is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member’s unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member’s other duties, and taken into account for the AMC Process. The dean should also consider this additional service burden in managing equity of service loads among faculty.

*Include college-specific guidelines for determining increases or decreases to service assignment.*

1 [Special Assignments](#Specialassignments1)

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

Untenured faculty will normally be provided an SA for research for one semester during their probationary period. Reasonable efforts will be made to award SA opportunities to all other faculty members subject to the quality of faculty proposals, including their potential benefit to the college or university, and the need to assure that sufficient faculty are always present to carry out college work. The college’s committee on *[insert appropriate peer group here]* will evaluate all SA proposals and make recommendations to the dean, whose decision will be based on the quality of the proposal and its potential benefit to the college or university and to the faculty member as well as the ability of the college to accommodate the SA at the time requested.

# B [Clinical/Teaching/Professional Practice Faculty](#CTPfaculty)

The College of XXX appoints clinical, teaching, and/or professional practice *[select title]* faculty. These appointments exist for faculty members who focus principally on the education needs for the college. The standard workload expectations for full-time clinical/teaching/professional practice faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Clinical/teaching/professional practice faculty members are expected to contribute to the college’s research and education missions, as reflected by participation in graduate program development and teaching. Clinical/teaching/professional practice faculty members are expected to contribute to the university’s mission via teaching and service, and to a lesser extent scholarship.

C [Research Faculty](#Researchfaculty1)

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

In accord with Faculty Rule [3335-7-34](https://trustees.osu.edu/rules/university-rules/chapter-3335-7-rules-of-the-university-faculty-concerning-clinical-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html),

*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 TIU’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.*

Standard workload expectations for full-time research faculty members are 0-10% teaching (student mentoring), 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer.

# D [Associated Faculty](#Associatedfaculty)

Standard workload expectations for compensated associated faculty members are 80-100% teaching, 0-20% scholarship, and 0-20% service, 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.

i [Guidelines for Determining Associated Faculty FTE Exceptions](#GuidelinesforFTE1) to [Faculty Appointments Policy](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf)

There are instances where the workload associated with a course is greater (or less) than the university-wide ratio of one 3-credit course to 0.25 FTE. In such cases, the college should request approval for an FTE adjustment for an associated faculty member.

At other times there may be unique circumstances surrounding the specific instance the course is offered that increase the workload. In these cases, the college should request approval for additional compensation for the faculty member teaching the course.

In all cases, units must provide evidence to justify requests to increase or decrease the credit-hour to FTE equivalency beyond the university-wide ratio of one 3-credit course to 0.25 FTE. Every five years, the college will reassess whether or not any changes are warranted.

**Activities that may warrant additional compensation include the following:**

* Faculty member assigned a course for the first time.
* Faculty member requested to simultaneously significantly revise and teach a course
* Faculty member requested to teach a class that is larger than usual

**Circumstances that may warrant adjusting FTE** *[this list is not exhaustive; it merely provides examples]*

* Three hour-credit courses that exceed an average of two additional hours/week; the FTE will be determined by assessing the average hours/week required for the course
* 3-credit courses where the faculty member provides the lecture and GTAs provide the recitation
* 4-credit courses where the faculty member provides the lecture and GTAs provide the lab supervision and grading
* Courses involving individual instruction
* Advising, curriculum development, internship oversight may replace course teaching
* Online course development
* Large enrollment courses

# E [Modification of Duties](#Modification)

The College of XX strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the college is committed to a modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status.

Faculty may be eligible for additional leave under the [Family Medical Leave Policy](https://hr.osu.edu/wp-content/uploads/policy605.pdf) and/or the university’s paid parental leave guidelines as described in its [Paid Time Off Policy](https://hr.osu.edu/wp-content/uploads/policy627.pdf). See also the OHR [Parental Care Guidebook](https://hr.osu.edu/wp-content/uploads/parental-care-guidebook.pdf) and the Parental Leave Policy in Section XII.

A faculty member requesting the modification of duties and the dean 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 college and university. Expectations must be spelled out in an MOU that is approved by the dean.

# X [Course Offerings, Teaching Schedule, and Grade Assignments](#Courseofferings)

The dean 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 college’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](https://trustees.osu.edu/rules/university-rules/chapter-3335-8-instruction.html) 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.

If an instructor of record is unable to assign grades due to an unexpected situation (i.e., health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, the dean may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

# XI [Allocation of College Resources](#Allocation)

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

The dean will discuss the college’s 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 dean.

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

The allocation of office space will include considerations such as achieving proximity of faculty in subdisciplines and productivity and grouping staff functions to maximize efficiency.

The allocation of salary funds is discussed in the [Appointments, Promotion and Tenure Document](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure).

*Include college guidelines on the allocation of travel funds.*

# XII [Leaves and Absences](#Leaves)

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](https://hr.osu.edu/wp-content/uploads/parental-care-guidebook.pdf)). The university's policies and procedures with respect to leaves and absences are set forth on the Office of Human Resources [Policies and Forms website](https://hr.osu.edu/policies-forms). The information provided below supplements these policies.

## A [Discretionary Absence](#Discretionary)

Faculty are expected to complete a travel request or a [request for absence form](https://workday.osu.edu/) 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 dean retains the authority to disapprove a proposed absence when instruction or other activities are negatively impacted by the leave. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Rules of the University Faculty](https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html)).

## B [Absence for Medical Reasons](#Absencemedical)

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence form](https://workday.osu.edu/) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the dean 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](https://hr.osu.edu/public/documents/policy/policy627.pdf).

## C [Unpaid Leaves of Absence](#Unpaidleave)

The University’s policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](https://hr.osu.edu/public/documents/policy/policy645.pdf). *[Include any college-specific guidelines.]*

## D [Faculty Professional Leave](#FPL)

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](https://oaa.osu.edu/sites/default/files/links_files/Policy-FINAL-Faculty-Professional-Leave-20220601.pdf). *[Include any college-specific guidelines.]*

The college’s committee on *[insert appropriate peer group here]* will review all requests for faculty professional leave and make a recommendation to the dean based on the following criteria:

*Include college-specific criteria for reviewing faculty professional leave requests.*

The dean’s decision will be based on the quality of the proposal and its potential benefit to the college and to the faculty member as well as the ability of the college to accommodate the leave at the time requested.

## E [Parental Leave](#Parentalleave)

The university and this college recognize the importance of parental leave to faculty members. Details are provided in the OHR [Parental Care Guidebook](https://hr.osu.edu/wp-content/uploads/parental-care-guidebook.pdf), Paid Time Off Program [Policy 6.27](https://hr.osu.edu/wp-content/uploads/policy627.pdf), and the [Family and Medical Leave Policy 6.05](https://hr.osu.edu/wp-content/uploads/policy605.pdf).

# XIII [Additional Compensation and Outside Activities](#Additionalcompensation)

Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf). Information on paid external consulting is presented in the University’s [Policy on Outside Activities and Conflicts](https://policies.osu.edu/assets/policies/outside-activities-policy.pdf). The information provided below supplements these policies.

This college adheres to these policies in every respect. In particular, this college 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 additional compensation must be approved by the dean regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the college. In addition, it is university policy that faculty may not spend more than one business day per week on additionally compensated activities and external consulting combined.

Faculty with an administrative position (for example, associate/assistant dean, center director) remain subject to the Policy on Outside Activities and Conflicts 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 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 that faculty member, such textbook or material may be required for a course by the faculty member only if (1) the dean or the dean’s 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 college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

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.

# XIV [Financial Conflicts of Interest](#Financialconflicts)

Information on faculty financial conflicts of interest is presented in the University’s [Policy on Outside Activities and Conflicts](https://policies.osu.edu/assets/policies/outside-activities-policy.pdf). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting, or reporting research.

Faculty members with external funding or otherwise required by university policy are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

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

# XV [Grievance Procedures](#Grievances)

Faculty or staff members who have a grievance with the college should first discuss the matter with the dean, who will review the matter as appropriate and either seek resolution or explain why resolution is not possible.

If the grievance involves the dean or if the dean is not the appropriate contact for some other reason, the faculty or staff member should bring the matter to the attention of *[state the appropriate party here]*. Complaints concerning *[that party]* should be brought to the attention of the dean.

## A [Salary Grievances](#Salarygrievances)

A faculty or staff member who believes that their salary is inappropriately low should discuss the matter with the dean, providing documentation to support their complaint.

Faculty members who are not satisfied with the outcome of the discussion with the dean may file an appeal with the Salary Appeals Committee (see section VII.C), which handles salary appeals according to procedures outlined in the OAA [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook)*,* Chapter 4, Section 2*.*

Staff members who are not satisfied with the outcome of the discussion with the dean and who wish to pursue the matter should contact [Employee and Labor Relations](https://hr.osu.edu/services/elr/) in the Office of Human Resources.

## B [Faculty Promotion and Tenure Appeals](#FacultyPandTappeals)

Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html).

## C [Faculty and Staff Misconduct](#Facultyandstaffmisconduct)

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule [3335-5-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html). The Investigations Committee (see section VII.C) handles cases of faculty misconduct according to procedures outlined in Faculty Rule [3335-5-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html)(B).

Any student, faculty, or staff member may report complaints against staff to the dean. The [Office of Employee and Labor Relations](https://hr.osu.edu/services/elr/) in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

## D [Harassment, Discrimination, and Sexual Misconduct](#Harassment)

The [Office of Institutional Equity](https://equity.osu.edu/) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

Ohio State’s policy and procedures related to affirmative action and equal employment opportunity are set forth in the University’s [policy on affirmative action and equal employment opportunity](https://policies.osu.edu/assets/policies/Policy-AAEEO.pdf).

Ohio State’s policy and procedures related to non-discrimination, harassment, and sexual misconduct are set forth in the University’s [policy on non-discrimination, harassment, and sexual misconduct](https://policies.osu.edu/assets/policies/Policy-NDH-Sexual-Misconduct.pdf).

## E [Violations of Laws, Rules, Regulations, or Policies](#Violations)

Concerns about violations of laws, rules, regulations, or policies affecting the University community should be referred to the [Office of University Compliance and Integrity](https://compliance.osu.edu/concern-reporting.html). Concerns may also be registered anonymously though the [Anonymous Reporting Line](https://secure.ethicspoint.com/domain/media/en/gui/7689/index.html).

## F [Complaints by and about Students](#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 dean, the dean will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the dean 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 dean will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student or students on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](https://trustees.osu.edu/rules/university-rules/chapter-3335-8-instruction.html).

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 dean and others with appropriate knowledge of policies and procedures when problematic situations arise.

## G [Academic Misconduct](#Academicmisconduct)

*[The Moritz College of Law and college TIUs in the health sciences should include the following sentence.]* Board of Trustees Rule [3335-23-15](https://trustees.osu.edu/code-student-conduct/3335-23-15) stipulates that the [Committee on Academic Misconduct](https://oaa.osu.edu/academic-integrity-and-misconduct) does not hear cases involving academic misconduct in colleges having a published honor code, although some allegations against graduate students fall under the committee’s jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the appropriate college officer, who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the college’s procedures for addressing allegations of violations of the professional student honor code. *[Here, please insert the web reference for the professional student honor code that applies to the college’s students.]*

*[All other colleges that are TIUs should include the following sentence*.*]* Faculty members will report any instances of academic misconduct to the [Committee on Academic Misconduct](https://oaa.osu.edu/academic-integrity-and-misconduct) in accordance with the [Code of Student Conduct](https://trustees.osu.edu/bylaws-and-rules/code). See also Board of Trustees Rule [3335-23-05](https://trustees.osu.edu/code-student-conduct/3335-23-05).