

1 **Pattern of Administration**
2 **for**
3 **The Ohio State University**
4 **College of XXX**

5 **Colleges that serve as TIUs should also refer to the TIU Pattern of**
6 **Administration [guideline document](#).**

7 *[Include the following, if college requires faculty approval of governance documents:]*

8 Approved by the Faculty: [date]

9
10 Approved by the Office of Academic Affairs: [date]
11

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16			

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

1
2
3
4 **I Introduction**

5
6 This document provides a brief description of the College of XXX as well as a description of its
7 guidelines and procedures. It supplements the [Rules of the University Faculty](#), and other policies and
8 procedures of the university to which the college and its faculty are subject. The latter rules, policies and
9 procedures, and changes in them, take precedence over statements in this document.

10
11 This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or
12 reaffirmed on appointment or reappointment of the college dean. However, revisions may be made at
13 any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the Office
14 of Academic Affairs.

15
16 **II College Mission**

17
18 *Include college mission statement.*
19 *Wording here must be exactly the same as in the Appointments, Promotion, and Tenure Document.*

20
21 **III Academic Rights and Responsibilities**

22
23 In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for
24 addressing concerns.

25
26 **IV Faculty**

27
28 **A Faculty Appointments**

29
30 Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State
31 University and the rights and restrictions associated with each type of appointment. The college
32 faculty comprises *[include appropriate faculty titles]:*

33
34 1. Tenure-track faculty with titles of instructor, assistant professor, associate professor, or
35 professor.

36
37 2. Clinical/teaching/professional practice faculty with titles of clinical/teaching/professional
38 practice instructor; assistant clinical/teaching professor and professional practice assistant
39 professor; associate clinical/teaching professor and professional practice associate professor; and
40 clinical/teaching/professional practice professor.

41
42 *[State the college's appointment cap on clinical/teaching/professional practice faculty. The*
43 *College of Arts and Sciences and the professional colleges have a 20% cap.*

44 *Colleges within the health sciences have a higher cap.*

45 *Clinical departments within the College of Medicine have no cap on clinical faculty.]*

46
47 3. Research faculty with titles of research assistant professor, research associate professor, or
48 research professor; research faculty can comprise no more than 20% of the tenure-track faculty.

1 4. Associated faculty to include:

- 2 a. Adjunct titles, clinical titles *[health sciences only]*, lecturer titles, and visiting titles; and
3 b. Those on less than a 50% appointment to the university.
4

5 5. Emeritus faculty: Emeritus faculty status is an honor given in recognition of sustained
6 academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure
7 track, clinical/teaching/professional practice, research, or associated faculty may request emeritus
8 status upon retirement or resignation at the age of sixty or older with ten or more years of service
9 or at any age with twenty-five or more years of service. See the college [Appointments,](#)
10 [Promotion, and Tenure Document](#) for additional detail. Emeritus faculty are invited to participate
11 in discussions on nonpersonnel matters but may not participate in personnel matters, including
12 promotion and tenure reviews, and may not vote on any matter.
13

14 Faculty roles and responsibilities are defined by each TIU in accordance with university rules.
15 Depending on their appointment type, members of the faculty are expected to contribute to the
16 instructional, funded research, scholarship, outreach, and administrative missions and roles of the
17 college. It is neither expected nor considered desirable for all faculty members to make equivalent
18 contributions to each of these missions. Faculty assignments are described in the initial letter of offer
19 and updated during the annual review process based on TIU needs as well as faculty productivity
20 and career development.
21

22 Detailed information about the appointment criteria and procedures for the various types of faculty
23 appointments made in this college is provided in the [Appointments, Promotion, and Tenure](#)
24 [Document](#).
25

26 **B Voting Rights**
27

28 Faculty members with a 50% or more compensated appointment, whose TIU is in the college, and
29 who hold an appointment as tenure-track faculty, clinical/teaching/professional practice faculty, or
30 research faculty shall have a full vote at college faculty meetings and in faculty elections.
31

32 Tenure-track faculty may vote in all matters of TIU governance.
33

34 If a TIU has voted to extend governance rights to clinical/teaching/professional practice faculty, the
35 clinical/teaching/professional practice faculty may vote in all matters of TIU governance except
36 tenure-track faculty promotion and tenure decisions and research faculty promotion decisions.

37 Clinical/teaching/professional practice faculty may participate in discussions of
38 clinical/teaching/professional practice faculty matters including promotion reviews.
39

40 If a TIU has voted to extend governance rights to research faculty, the research faculty may vote in
41 all matters of TIU governance except tenure-track faculty promotion and tenure decisions and
42 clinical/teaching/professional practice faculty promotion decisions. Research faculty may participate
43 in discussions of research faculty matters including promotion reviews.
44

45 If a TIU has voted to extend governance rights to associated faculty, the associated faculty, with the
46 exception of visiting faculty, may vote in all matters of TIU governance except personnel decisions.
47

48 Emeritus faculty may not participate in discussion of or votes on personnel matters.
49

1 As defined by Faculty Rule [3335-7-11](#), tenure-track and clinical/teaching/professional practice
2 faculty may be nominated and may serve if elected on the University Senate as a representative of
3 the college.
4

5 **C Distinguished Professor**

6 Distinguished faculty members within the College of XXX may be awarded the title College of
7 XXX Distinguished Professor in recognition of excellence in teaching, scholarship, and service.
8

9
10 *Include additional details about award [e.g. monetary award, public lecture].*

11
12 Criteria for consideration of this honorific include:

- 13 • Rank of professor
- 14 • A minimum of five years' service in the college
- 15 • Excellence in teaching, scholarship, and service

16
17 The dean will solicit nominations annually from TIU heads who may each submit one nomination.
18

19 *Include description of nomination materials.*

20
21 The dean will appoint a five-member selection committee from among current College of XXX
22 Distinguished Professors who will recommend up to three recipients. The honorific is limited to 20%
23 of the college's professors.
24

25 *Include description of selection process.*

26 27 **D Endowed Chairs and Endowed Professorships**

28
29 Endowed positions illustrate the powerful partnership between faculty and philanthropists in
30 defining areas of discovery and bringing them to life. A specific endowment agreement between the
31 donor and the university sets the purposes of the endowed chair or professorship. Endowments are
32 subject to review by the dean and approval by the Board of Trustees.
33

34 In the College of XXX, endowed positions are used to hire for excellence or clear evidence of
35 potential for excellence. Such appointments are made to attract prominent hires or recognize
36 excellence of existing faculty.
37

38 Appointments to endowed chairs are ordinarily made at senior tenure rank. Appointments to named
39 professorships, when appropriate, can be made for early or mid-career faculty.
40

41 **1 Criteria for Appointment and Reappointment**

42
43 Appointments to endowed positions are based on an appropriate combination of recognized
44 distinction as a scholar, teacher, researcher, or administrator; potential and willingness to
45 provide leadership in terms of the university's educational, scholarly, and service missions; high
46 levels of collegiality and professionalism; demonstrated leadership and mentorship; and
47 compatibility with the specifications established by the donor of the position. These positions
48 also provide opportunities for leadership through mentorship of students, postdoctoral scholars
49 and junior faculty. Those who receive this honor must perform as exemplary scholars, excellent
50 colleagues, and be faculty in whose accomplishments the university and donor can rightfully
51 take pride.

1
2 All endowed chair and endowed professorship appointments should follow criteria established in
3 the endowment agreement.
4

5 Initial appointment to an endowed position should not exceed five years. The appointment, term,
6 and specific expectations are outlined in the initial letter of offer (for new recruits) and in a
7 separate appointment letter (for existing faculty). Successive renewals will be considered
8 throughout the appointee's remaining productive career. Renewal of endowed chairs and
9 professorships is subject to satisfactory performance and continued faculty eminence. There
10 should be no expectation or promise of renewal. In all cases, the university retains the right not
11 to renew for any reason.
12

13 **2 Process for Appointment and Reappointment**

14
15 Appointments and reappointments to endowed chairs or professorships follow the procedures
16 outlined in the [Faculty Appointments Policy](#) [see page 9 of the policy].
17

*Here colleges should describe their processes for appointment
18 and reappointment to endowed positions.*

19
20
21 Information about appointment letters and use of funds, including the process for annual review
22 of fund balances, and other details about endowed positions may be found in the documents
23 linked [here](#).
24

25 **V Organization of the College**

26
27 The college is organized into the following Tenure-Initiating Units:
28

List the college's tenure-initiating units.

29 30 31 **VI Overview of College Decision-Making**

32
33 Policy and program decisions are made in a number of ways: by the college faculty as a whole, by
34 standing or special committees of the college, or by the dean. The nature and importance of any
35 individual matter determine how it is addressed. College governance proceeds on the general principle
36 that the more important the matter to be decided, the more inclusive participation in decision making
37 needs to be. Open discussions, both formal and informal, constitute the primary means of reaching
38 decisions of central importance.
39

40 **VII College Administration**

41 42 **A Dean**

43
44 The primary responsibilities of the dean are set forth in Faculty Rule [3335-3-29](#). This rule requires
45 the dean to develop, in consultation with the faculty, a Pattern of Administration with specified
46 minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the dean to prepare, in
47 consultation with the faculty, a document setting forth policies and procedures pertinent to
48 appointments, reappointments, promotion and tenure.
49

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

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

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- To 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.
 - To approve courses of study for students in his/her/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.
 - To 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 [3335-3-22](#) of the Administrative Code).
 - After consultation with the TIU heads within the college, to make recommendations to the executive vice president and provost concerning the college budget, the appointments to and promotions within the membership of the college faculty.
 - To review salary appeals and other faculty issues in a professional and timely manner.
 - To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the Office of Academic Affairs and TIU heads.
 - To appoint and review TIU heads.

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19

*Describe the college's process for TIU head selection and review.
What follows is an example only.*

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- 1) TIU heads shall be selected and appointed by the dean, in consultation with the faculty of the TIU and subject to approval by the president and the Board of Trustees. Each TIU head shall be appointed for a term of four years and shall be eligible for reappointment. TIU heads will be reviewed annually by the dean.
 - 2) During the last year of the term of a TIU head, the dean will conduct a thorough review of the performance of the TIU head during his/her/their term, ascertain whether or not the TIU head desires to serve another term, and assess the level of support in the TIU for the TIU head's continuation. If the TIU head agrees to serve another term and his/her/their performance review is satisfactory, the dean will consider feedback from the unit and then choose whether to reappoint the TIU head to another term.
 - 3) If a new TIU head is to be selected, the dean will meet with the faculty of the TIU to discuss the selection of a new head. After that meeting, the dean, in consultation with the TIU, will form a search advisory committee. The committee will include at least one member from a unit outside the TIU. The dean will appoint a chair from the members of the committee.
 - 4) The decision to hire an internal or external chair will be made by the dean after input from the TIU is considered.
 - 5) Working with the search committee and following any additional procedures detailed in its POA, the unit will identify candidates for the TIU head position. It is expected that faculty, students, and staff will be involved in the selection process.
 - 6) For external searches for a TIU head, normal faculty search procedures will be followed.
 - 7) After the selection procedure has been conducted, the search committee will provide the dean with a list of potential TIU head candidates, an evaluation of the candidates

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See *OAA Policies and Procedures Handbook* for additional instructions.

1 by the search committee, and a sense of the degree of overall support by the TIU for
2 each candidate. The list of candidates must be unranked. The dean will appoint a TIU
3 head, taking into consideration the recommendations made by the search committee
4 and input received from the TIU.
5

6 Day-to-day responsibility for specific matters may be delegated to others, but the dean retains final
7 responsibility and authority for all matters covered by this Pattern, subject when relevant to the
8 approval of the Office of Academic Affairs and Board of Trustees.
9

10 Operational efficiency requires that the dean exercise a degree of autonomy in establishing and
11 managing administrative processes. The articulation and achievement of college academic goals,
12 however, are most successful when all faculty members participate in discussing and deciding
13 matters of importance. The dean will therefore consult with the faculty on all educational and
14 academic policy issues and will respect the principle of majority rule. When a departure from
15 majority rule is judged to be necessary, the dean will explain to the faculty the reasons for the
16 departure, ideally before action is taken.
17

18 **B Other Administrators**

19
20 *At a minimum include information on other academic administrators,*
21 *including vice, associate, and assistant deans, etc.*
22

23 **C Committees**

24
25 Much of the development and implementation of the college's guidelines and programs is carried out
26 by standing and ad hoc committees. The dean is an ex officio member of all college committees and
27 may vote as a member on all committees except the Promotion and Tenure Committee. *[If it does not*
28 *have one, the college is urged to consider formalizing its efforts in diversity, equity, and inclusion by*
29 *designating a committee charged with the oversight of that work.]*
30

31 *The descriptions immediately following represent possible configurations for the three required*
32 *college committees: Promotion and Tenure, Investigations, and Salary Appeals.*
33

34 **1 Promotion and Tenure Committee**

35
36 In accordance with Faculty Rule [3335-6-04\(C\)](#), the College of XXX shall have a standing
37 Promotion and Tenure Committee. The purposes of the college Promotion and Tenure
38 Committee are:
39

- 40 a. To ensure that high standards of excellence are maintained in the college promotion and
41 tenure process;
- 42
43 b. To serve as an advisory body to the dean on matters concerning faculty promotion and/or
44 tenure
- 45
46 c. To determine whether the college's TIUs have conducted a rigorous promotion and/or tenure
47 review and reached a recommendation consistent with college and TIU policies, procedures,
48 practices, and standards;
49

- 1 d. To determine and advise the dean where the weight of the evidence lies in promotion and/or
2 tenure cases in which there is not a clear or consistent recommendation from the review
3 conducted in the TIU.
4

5 *Describe the committee's composition and how its chair is selected. State the term of*
6 *service and whether reappointment is possible. Describe the committee's process for*
7 *conducting its work [see Faculty Rule [3335-6-04\(C\)](#)].*
8

9 **2 Investigations Committee**

10 In accordance with Faculty Rule [3335-5-04](#), the College of XXX shall have an
11 Investigations Committee. The College Investigations Committee is composed of seven
12 tenured faculty members appointed to two-year staggered terms. The senior associate dean
13 serves as non-voting chair of the College Investigations Committee.
14

15 The Investigations Committee follows the investigations process established in Faculty Rule
16 [3335-5-04](#).
17

18 **3 Faculty Salary Appeals Committee**

19 In accordance with Office of Academic Affairs requirements, the College of XXX shall have
20 a Faculty Salary Appeals Committee to review faculty salary appeals that cannot be settled
21 at the TIU level, and to make recommendations to the dean concerning the disposition of
22 such cases. The Faculty Salary Appeals Committee is an ad-hoc committee composed of the
23 faculty members of the college executive committee, excluding the associate deans, plus two
24 professors from TIUs other than that of the appellant. A TIU head whose salary decision is
25 being appealed does not serve on the committee. The committee elects its own chair when
26 the committee is convened to hear an appeal.
27

28 The Faculty Salary Appeals Committee follows the appeals process established in the Office
29 of Academic Affairs [Policies and Procedures Handbook](#).
30

31 *Describe the college's other committees. Include number of members, how they are*
32 *selected, length of term, how the chair is selected. If students are permitted on*
33 *committees, also include how they are selected and whether or not they may vote. There*
34 *is nothing that prohibits students from voting on college committees, though it is good*
35 *practice to exclude students from sessions that involve student confidentiality.*
36
37
38

39 **D Centers**

40 **1 Establishment of College Centers**

41 College centers will have some mix, with variable emphases, of research/scholarship,
42 instruction, service, clinical/teaching/professional practice, or outreach missions; and should
43 draw upon faculty from more than one college.
44

45 Faculty members wishing to establish a college center should first consult with their TIU
46 heads. With their TIU heads' support, the faculty members should create proposal to the
47 dean addressing the following:
48
49
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See OAA Policies and Procedures Handbook for additional instructions.

- 1) Mission: Explain the mission of the center and how it is aligned with the college's strategic plan, including:
 - a. The missions of the college (research, teaching, service, or outreach) most relevant to the center.
 - b. The interdisciplinary nature of the center.
 - c. 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:
 - a. The criteria for selecting the center's faculty membership.
 - b. A list of faculty expressing interest in associating with the center and accompanying documentation that their TIU heads support such involvement.
 - c. 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:
 - a. The name of the director or interim director of the center.
 - b. The proposed responsibilities of the director.
 - c. The function(s) and composition of the oversight committee. Center oversight committees within the College of XXX must have a majority faculty membership.
 - d. 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:
 - a. The expected budget for the first year of operation.
 - b. Funding sources and one-time and recurring costs.
 - c. Existing or new equipment, space and facilities needed to establish the center.
 - d. 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 relevant TIU heads within the college, 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

College centers will be reviewed two years after initial establishment and at four-year intervals thereafter. The college executive committee will conduct the review using the following information.

- 1) Mission.
 - a. Original mission statement.
 - b. Proposal establishing the center.

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See OAA Policies and Procedures Handbook for additional instructions.

- 1 c. Annual reports.
- 2 d. Description or list of all center activities, events, and initiatives that have
- 3 contributed to fulfilling the mission and objectives of the center. If current activities
- 4 differ from those originally envisaged or articulated in the mission statement,
- 5 explain this evolution.
- 6
- 7 2) Faculty and Student Involvement and Contribution.
- 8 a. List of current faculty and graduate student affiliates or associates.
- 9 b. List of past faculty and graduate student affiliates or associates.
- 10 c. List of all faculty publications, lectures, grants, or other activities related to their
- 11 work with the center, focusing on those that contribute most centrally to the mission
- 12 of the center.
- 13 d. List of all student publications, lectures, grants, or other activities related to their
- 14 work with the center.
- 15
- 16 3) Administrative Structure and Responsibilities.
- 17 a. Description of administrative structure.
- 18 i. Responsibilities and activities of all administrative staff, indicating their
- 19 contributions to the mission of the center and its objectives.
- 20 ii. Indicate the contributions made by the oversight committee to the mission of the
- 21 center and its objectives.
- 22 b. Pattern of administration.
- 23
- 24 4) Budget.
- 25 a. Current budget.
- 26 b. Projected budget for next four years.
- 27 c. Past budgets since last review.
- 28 d. Description of the budgetary context for the center, outlining specific information
- 29 regarding those expenses charged to the university's general funds. Externally
- 30 generated funds produced by the center should be itemized and linked to the
- 31 functions and services articulated in the mission statement.
- 32
- 33 5) Evaluative Criteria and Benchmarks.
- 34 a. List of evaluative criteria and benchmarks articulated in the original center proposal,
- 35 identifying and describing the degree to which the center has met (or failed to meet)
- 36 its stated evaluative criteria and benchmarks.
- 37 b. Identify and justify any new evaluative measures and describe the degree to which
- 38 the center has met these criteria or benchmarks.
- 39 c. Provide any specific narrative information or data as appropriate, and attach as
- 40 appendices any documentation (letters of recommendation, awards, news releases)
- 41 that demonstrate how the center has met its criteria or benchmarks.
- 42

43 After discussing these materials with the center director and the oversight committee, the
44 college executive committee will make an advisory recommendation to continue or
45 discontinue the center.

46 **VIII Faculty Meetings**

47 The dean or his/her/their designee will preside over college faculty meetings.
48
49
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See *OAA Policies and Procedures Handbook* for additional instructions.

1 *Indicate here how many meetings are anticipated each year, how special meetings may be*
2 *called and how agendas are devised. State how meetings are announced, how meeting*
3 *minutes are kept and disseminated and how they may be amended. Say who can and cannot*
4 *vote and under what circumstances a written vote will be taken.*
5

6 For purposes of discussing college business other than personnel matters, and for making decisions
7 where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple
8 majority of all faculty members eligible to vote.
9

10 For purposes of a formal vote, a matter will be considered decided when a particular position is
11 supported by at least a majority of all faculty members eligible to vote. When a matter must be decided
12 and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any
13 position, the dean will necessarily make the final decision.
14

15 Special policies pertain to voting on personnel matters, and these are set forth in the college's
16 Appointments, Promotion and Tenure Document.
17

18 Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in
19 voting. When conducting a ballot by mail or email, faculty members will be given one week to respond.
20

21 The college accepts the fundamental importance of full and free discussion but also recognizes that such
22 discussion can only be achieved in an atmosphere of mutual respect and civility. Normally college
23 faculty meetings will be conducted with no more formality than is needed to attain the goals of full and
24 free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked
25 when more formality is needed to serve these goals.
26

27 **IX Distribution of Faculty Duties, Responsibilities, and Workload**

28

29 The faculty of the College of XXX consists of individuals whose appointments and responsibilities vary
30 considerably. Depending on their appointment, college faculty members' responsibilities may include
31 teaching, research, outreach and engagement, and/or service. Fluctuations in the demands and resources
32 of a TIU and individual circumstances of faculty members may warrant changes in their responsibilities.
33 Initial faculty assignments are described in the initial letter of offer. Assignments and expectations for the
34 upcoming year are addressed and adjusted as part of the annual performance and merit review by the TIU
35 head based on TIU needs as well as faculty productivity and career development.
36

37 A full-time faculty member's primary professional commitment is to Ohio State University and the
38 guidelines below are based on that commitment. Faculty who have professional commitments outside of
39 Ohio State during on-duty periods (including teaching at another institution; conducting research for an
40 entity outside of Ohio State; external consulting) must disclose and discuss these with the TIU head in
41 order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is
42 presented in the university's [Policy on Outside Activities and Conflicts](#).
43

44 In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural
45 disasters, for example), faculty duties, responsibilities, and workload may be adjusted by TIU heads to
46 take into account the impact over time of the crisis. These adjustments may include modifying research
47 expectations in order to maintain teaching obligations. These assignment changes must be considered in
48 annual reviews.
49
50

1 **A Guidelines on Teaching Assignments**
2

3 Teaching loads in the college will be determined at the TIU level according to processes developed
4 and approved by that unit. All tenured, tenure-track, and clinical/teaching/professional practice
5 faculty are expected to contribute to their unit's teaching, including large enrollment and specialized
6 courses. In order to achieve equitable workloads for all faculty, the teaching load for an individual
7 faculty member will be adjusted appropriately in response to variations in research and/or service
8 activities. Additional guidelines with respect to faculty teaching load are found in the Office of
9 Academic Affairs [Policies and Procedures Handbook](#), Volume 1, Chapter 2, Sections 1.4.3 and
10 1.4.3.1.

11 **B Special Assignments**

12 Information on Special Assignments (SAs) is presented in the Office of Academic Affairs [Special](#)
13 [Assignment Policy](#).

14 Faculty may request a SA, consistent with their TIU's requirements for SA proposals. The TIU head
15 shall make a recommendation to the dean regarding a SA proposal. Award of the SA will be based on
16 the quality of the proposal and its potential benefit to the TIU or university and to the faculty member
17 as well as the ability of the TIU to accommodate the SA at the time requested.

18 **C Guidelines for Determining FTE Exceptions to [Faculty Appointments Policy](#)**

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

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

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

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

- 29 • Faculty member assigned a course for the first time.
30 • Faculty member requested to simultaneously significantly revise and teach a course
31 • Faculty member requested to teach a class that is larger than usual

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

- 34 • Three hour-credit courses that exceed an average of two additional hours/week; the FTE will be
35 determined by assessing the average hours/week required for the course
36 • 3-credit courses where the faculty member provides the lecture and GTAs provide the recitation

- 1 • 4-credit courses where the faculty member provides the lecture and GTAs provide the lab
2 supervision and grading
- 3
- 4 • Courses involving individual instruction
- 5
- 6 • Advising, curriculum development, internship oversight may replace course teaching
- 7
- 8 • Online course development
- 9
- 10 • Large enrollment courses
- 11

12 **D Modification of Duties**

13
14 The College of XXX strives to be a family-friendly unit in its efforts to recruit and retain high
15 quality faculty members. To this end, the college is committed to a modification of duties that will
16 provide its faculty members flexibility in meeting work responsibilities within the first year of
17 childbirth/adoption/fostering, or care for an immediate family member who has a serious health
18 condition, or a qualifying exigency arising out of the fact that the employee's immediate family
19 member is on covered active duty in a foreign country or call to covered active duty status.

20
21 A faculty member requesting a modification of duties and the TIU head should be creative and
22 flexible in developing a solution that is fair to both the individual and the unit while addressing the
23 needs of the university. Expectations must be spelled out in an MOU that is approved by the dean.

24
25 *Options include reassigning the off-duty period; deferring teaching obligations to*
26 *another semester; using a 7-week teaching schedule; redistributing expectations among*
27 *teaching, research, and/or service; team teaching.*

28 *Provide a link to college-specific guidelines about modification of duties.*

29
30 Faculty may be eligible for additional leave under the [Family Medical Leave Policy](#) and/or the
31 university's paid parental leave guidelines as described in its [Paid Time Off Policy](#). See also the
32 OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XII.

33 34 **X Course Offerings and Teaching Schedule**

35
36 TIU heads are expected generally to manage their unit's course offerings and individual faculty
37 teaching schedules. However, the dean is ultimately responsible for course offerings and teaching
38 schedules and ensuring that courses needed by students are being offered, that class availability is
39 distributed across the day and week, and that minimum class sizes are maintained as required by
40 Faculty Rule [3335-8-16](#).

41 42 **XI Allocation of College Resources**

43
44 The dean is responsible for the fiscal and academic health of the college and for assuring that all
45 resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of
46 college goals. The dean will allocate resources in support of the mission of the college after consultation
47 with the executive committee [*insert the appropriate body*]. However, final decisions on resource
48 allocation rest with the dean.

49
50 The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.

1
2 **XII Leaves and Absences**
3

4 The university's policies and procedures with respect to leaves and absences are set forth in the Office of
5 Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources [Policies and](#)
6 [Forms website](#). In general, there are four types of leaves and absences taken by faculty (in addition to
7 parental leave, which is detailed in the [Parental Care Guidebook](#)).
8

9 **A Discretionary Absence**
10

11 Faculty are expected to complete a travel request or a [request for absence](#) well in advance of a
12 planned absence (for attendance at a professional meeting or to engage in consulting) to provide time
13 for its consideration and approval and time to assure that instructional and other commitments are
14 covered. Discretionary absence from duty is not a right, and the college retains the authority to
15 disapprove a proposed absence when instruction or other activities are negatively impacted by the
16 leave. Such an occurrence is most likely when the number of absences in a particular semester is
17 substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any
18 discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)).
19

20 **B Absence for Medical Reasons**
21

22 When absences for medical reasons are anticipated, faculty members are expected to complete a
23 [request for absence](#) as early as possible. When such absences are unexpected, the faculty member, or
24 someone speaking for the faculty member, should let the TIU head know promptly so that
25 instructional and other commitments can be managed. Faculty members are always expected to use
26 sick leave for any absence covered by sick leave (personal illness, illness of family members,
27 medical appointments). Sick leave is a benefit to be used—not banked. For additional details see
28 OHR [Policy 6.27](#).
29

30 **C Unpaid Leaves of Absence**
31

32 The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of
33 absence are set forth in OHR [Policy 6.45](#). *[Include any college-specific guidelines.]*
34

35 **D Faculty Professional Leave (FPL)**
36

37 Information on faculty professional leaves is presented in the OAA Policy on [Faculty Professional](#)
38 [Leave](#). *[Include any college-specific guidelines.]*
39

40 Applications for FPL, which must follow the format determined by the Office of Academic Affairs,
41 must be peer-reviewed in the TIU using procedures detailed in each unit's Pattern of Administration.
42

43 **E Parental Leave**
44

45 The university and this college recognize the importance of parental leave to faculty members.
46 Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off [Policy 6.27](#), and the
47 [Family and Medical Leave Policy 6.05](#). *[Include college-specific guidelines.]*
48

1 **XIII Additional Compensation and Outside Activities**
2

3 Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#).
4 Information on paid external consulting is presented in the university's [Policy on Outside Activities and](#)
5 [Conflicts](#). The information provided below supplements these policies.
6

7 This college adheres to these policies in every respect. In particular, this college expects faculty
8 members to carry out the duties associated with their primary appointment with the university at a high
9 level of competence before seeking other income-enhancing opportunities. All activities providing
10 additional compensation must be approved by the TIU head regardless of the source of compensation.
11 External consulting must also be approved. Approval will be contingent on the extent to which a faculty
12 member is carrying out regular duties at an acceptable level, the extent to which the extra income
13 activity appears likely to interfere with regular duties, and the academic value of the proposed consulting
14 activity to the college. In addition, it is university policy that faculty may not spend more than one
15 business day per week on supplementally compensated activities and external consulting combined.
16

17 Faculty with an administrative position (for example, chair, associate/assistant dean, center director)
18 remain subject to the Policy on Outside Activities and Conflicts and with appropriate approval, are
19 permitted to engage in paid external work activities. However, faculty members with administrative
20 positions are not permitted to accept compensation/honoraria for services that relate to or are the result
21 of their administrative duties and responsibilities.
22

23 Should a faculty member wish to use a textbook or other material that is authored by the faculty member
24 and the sale of which results in a royalty being paid to him/her/them, such textbook or material may be
25 required for a course by the faculty member only if (1) the faculty member's TIU head and/or dean or
26 designee have approved the use of the textbook or material for the course taught by the faculty member,
27 or (2) an appropriate committee of the TIU or college reviews and approves the use of the textbook or
28 material for use in the course taught by the faculty member.
29

30 Faculty who fail to adhere to the university's policies on these matters, including seeking approval for
31 external consulting, will be subject to disciplinary action.
32

33 **XIV Financial Conflicts of Interest**
34

35 Information on faculty financial conflicts of interest is presented in the university's [Policy on Outside](#)
36 [Activities and Conflicts](#). A conflict of interest exists if financial interests or other opportunities for
37 tangible personal benefit may exert a substantial and improper influence upon a faculty member or
38 administrator's professional judgment in exercising any university duty or responsibility, including
39 designing, conducting or reporting research.
40

41 Faculty members with external funding or otherwise required by university policy are required to file
42 conflict of interest screening forms annually and more often if prospective new activities pose the
43 possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with
44 university officials in the avoidance or management of potential conflicts will be subject to disciplinary
45 action.
46

47 In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise
48 in relation to consulting or other work done for external entities. Further information about conflicts of
49 commitment is included in section IX above.
50
51

1 **XV Grievance Procedures**
2

3 Faculty or staff members who have a grievance with the college and its individual units should first
4 discuss the matter with their TIU head, who will review the matter as appropriate and either seek
5 resolution or explain why resolution is not possible. This section deals with grievances that have
6 proceeded from the TIU level to the college level. If the grievance involves the TIU head or the TIU
7 head is not the appropriate contact for some other reason, the faculty or staff member should bring the
8 matter to the attention of [\[state the appropriate party here\]](#). Complaints concerning [\[that party\]](#) should
9 be brought to the attention of the dean.

10
11 **A Salary Grievances**
12

13 A faculty or staff member who believes that his/her/their salary is inappropriately low should discuss
14 the matter with the relevant TIU head. The faculty or staff member should provide documentation to
15 support the complaint.
16

17 In cases that cannot be resolved at the TIU level, a faculty member may file a salary grievance with
18 the dean. The Salary Appeals Committee (see section VII-C) handles salary appeals according to
19 procedures outlined in the OAA [Policies and Procedures Handbook](#).
20

21 Staff members who are not satisfied with the outcome of the discussion with their TIU head and
22 wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human
23 Resources.
24

25 **B Faculty Promotion and Tenure Appeals**
26

27 Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).
28

29 **C Faculty and Staff Misconduct**
30

31 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in
32 Faculty Rule [3335-5-04](#). The Investigations Committee (see section VII-C) handles cases of faculty
33 misconduct according to procedures outlined in the OAA [Policies and Procedures Handbook](#).
34

35 Any student, faculty, or staff member may report complaints against staff to the TIU head. The
36 [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide assistance
37 with questions, conflicts, and issues that arise in the workplace.
38

39 **D Harassment, Discrimination, and Sexual Misconduct**
40

41 The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all
42 forms of harassment, discrimination, and sexual misconduct.
43

- 44 1 Ohio State's policy and procedures related to affirmative action and equal employment
45 opportunity are set forth in the university's [policy on affirmative action and equal](#)
46 [employment opportunity](#).
47
- 48 2 Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual
49 misconduct are set forth in the university's [policy on nondiscrimination, harassment, and](#)
50 [sexual misconduct](#).
51

1 **E Violations of Laws, Rules, Regulations, or Policies**
2

3 Concerns about violations of laws, rules, regulations, or policies affecting the university community
4 should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be
5 registered anonymously through the [Anonymous Reporting Line](#).
6

7 **F Complaints by and about Students**
8

9 Normally student complaints about courses, grades, and related matters are brought to the attention
10 of individual faculty members. In receiving such complaints, faculty should treat students with
11 respect regardless of the apparent merit of the complaint and provide a considered response. When
12 students bring complaints about courses and instructors to the TIU head, he/she/they will first
13 ascertain whether or not the students require confidentiality. If confidentiality is not required, the
14 TIU head will investigate the matter as fully and fairly as possible and provide a response to both the
15 students and any affected faculty. If confidentiality is required, the TIU head will explain that it is
16 not possible to fully investigate a complaint in such circumstances and will advise the student(s) on
17 options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule
18 [3335-8-23](#).
19

20 Faculty complaints regarding students must always be handled strictly in accordance with university
21 rules and policies. Faculty should seek the advice and assistance of the TIU head and others with
22 appropriate knowledge of policies and procedures when problematic situations arise.
23

24 **G Academic Misconduct**
25

26 *[The Moritz College of Law and TIUs in health sciences colleges should include the following*
27 *sentence.]* Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic](#)
28 [Misconduct](#) does not hear cases involving academic misconduct in colleges having a published
29 honor code, although some allegations against graduate students fall under the committee's
30 jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the
31 appropriate TIU officer, who will involve the Committee on Academic Misconduct, if appropriate,
32 or will otherwise follow the TIU's procedures for addressing allegations of violations of the
33 professional student honor code. *[Here, please insert the web reference for the professional student*
34 *honor code that applies to the TIU's students.]*
35

36 *[TIUs in all other colleges should include the following sentence.]* Faculty members will report any
37 instances of academic misconduct to the [Committee on Academic Misconduct](#) in accordance with
38 the [Code of Student Conduct](#). See also [Board of Trustees Rule 3335-23-05](#).
39

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

The following list of hyperlinks appearing in Ohio State University Patterns of Administration and Appointments, Promotion, and Tenure Documents should not be included in governance documents. It is for information only.

Alphabetical List of Hyperlinks

Academic Rights and Responsibilities Reaffirmation:

<https://oaa.osu.edu/rightsandresponsibilities.html>

American Association of University Professors' Statement on Professional Ethics

<http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>

Anonymous Reporting Line: <https://secure.ethicspoint.com/domain/media/en/gui/7689/index.html>

Board of Trustees Rule 3335-23-05 (initiation and investigation of code violations):

<https://trustees.osu.edu/rules/code-of-student-conduct/3335-23-05.html>

Board of Trustees Rule 3335-23-15 (Committee on Academic Misconduct):

<https://trustees.osu.edu/code-student-conduct/3335-23-15>

Code of Student Conduct: <https://trustees.osu.edu/rules/code-of-student-conduct/>

Committee on Academic Misconduct: <https://oaa.osu.edu/coam.html>

Diversity, Equity, and Inclusion in Tenure & Promotion Workgroup Report and Recommendations to the Salisbury University Faculty Senate:

https://www.salisbury.edu/administration/campus-governance/faculty-senate/_files/21-22/2021-09-16-su-dei-in-tp-workgroup-report-and-recommendations.pdf

Faculty Rule 3335-3 (administration): <https://trustees.osu.edu/rules/University-rules/chapter-3335-3-administration.html>

Faculty Rule 3335-5 (governance): <https://trustees.osu.edu/rules/University-rules/chapter-3335-5-faculty-governance-and-committees.html>

Faculty Rule 3335-6 (tenure-track faculty appointments): <https://trustees.osu.edu/rules/University-rules/chapter-3335-6-rules-of-the-University-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html>

Faculty Rule 3335-7 (clinical/teaching/professional practice and research faculty appointments): <https://trustees.osu.edu/rules/University-rules/chapter-3335-7-rules-of-the-University-faculty-concerning-clinical/teaching/practice-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html>

Faculty Rule 3335-8 (instruction): <https://trustees.osu.edu/rules/University-rules/chapter-3335-8-instruction.html>

Kirwan Institute for the Study of Race and Ethnicity: <http://kirwaninstitute.osu.edu/>

Michael V. Drake Institute for Teaching and Learning: <https://drakeinstitute.osu.edu/>

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See *OAA Policies and Procedures Handbook* for additional instructions.

- 1 **Office of Academic Affairs Governance Documents Webpage:** [https://oaa.osu.edu/appointments-](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure)
- 2 [reappointments-promotion-and-tenure](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure)
- 3 **Office of Academic Affairs *Policies and Procedures Handbook*:** [https://oaa.osu.edu/policies-and-](https://oaa.osu.edu/policies-and-procedures-handbook)
- 4 [procedures-handbook](https://oaa.osu.edu/policies-and-procedures-handbook)
- 5 **Office of Distance Education and eLearning:** <https://odee.osu.edu>
- 6 **Office of Diversity and Inclusion:** <https://odi.osu.edu/>
- 7 **Office of Human Resources Employee and Labor Relations:** <https://hr.osu.edu/services/elr/>
- 8 **Office of Human Resources Employment Services:** www.hr.osu.edu/
- 9 **Office of Human Resources Policies and Forms:** <https://hr.osu.edu/policies-forms>
- 10 **Office of Institutional Equity:** <https://equity.osu.edu/>
- 11 **Office of University Compliance and Integrity:** <https://compliance.osu.edu/concern-reporting.html>
- 12 **Policy 6.27 (paid time off):** <https://hr.osu.edu/public/documents/policy/policy627.pdf>
- 13 **Policy 6.45 (unpaid leave):** <https://hr.osu.edu/public/documents/policy/policy645.pdf>
- 14 **Policy on Affirmative Action and Equal Employment Opportunity:**
- 15 <https://policies.osu.edu/assets/policies/Policy-AAEEO.pdf>
- 16 **Policy on Faculty Annual Review and Reappointment:**
- 17 [https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf)
- 18 [Reappointment.pdf](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf)
- 19 **Policy on Faculty Appointments:**
- 20 https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf
- 21 **Policy on Faculty Compensation:** <https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>
- 22 **Policy on Faculty Professional Leave:** [https://oaa.osu.edu/sites/default/files/links_files/Policy-FINAL-](https://oaa.osu.edu/sites/default/files/links_files/Policy-FINAL-Faculty-Professional-Leave-20220601.pdf)
- 23 [Faculty-Professional-Leave-20220601.pdf](https://oaa.osu.edu/sites/default/files/links_files/Policy-FINAL-Faculty-Professional-Leave-20220601.pdf)
- 24 **Policy on Faculty Recruitment and Selection:**
- 25 https://oaa.osu.edu/sites/default/files/links_files/facultyrecruitment.pdf
- 26 **Policy on Nondiscrimination, Harassment, and Sexual Misconduct:**
- 27 <https://policies.osu.edu/assets/policies/Policy-NDH-Sexual-Misconduct.pdf>
- 28 **Policy on Outside Activities and Conflicts:**
- 29 <https://policies.osu.edu/assets/policies/outside-activities-policy.pdf>
- 30 **Policy on Special Assignment:** <https://oaa.osu.edu/assets/files/documents/specialassignment.pdf>
- 31 **Request for Absence Form:** <https://workday.osu.edu/>
- 32 **Rules of the University Faculty:** <https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules>

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See OAA Policies and Procedures Handbook for additional instructions.

1 **Sample Letters Requesting External Evaluation:**

2 <https://oaa.osu.edu/assets/files/documents/Letter201.pdf> (for tenure-track and research faculty)

3 [https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-](https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/letters/Letter203.docx)

4 [procedures/samples/letters/Letter203.docx](https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/letters/Letter203.docx) (for clinical/teaching/professional practice faculty)

5 **Samples of Teaching Criteria and Evidence:**

6 [https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/Evidence-](https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/Evidence-for-Criteria_6-7-18.pdf)

7 [for-Criteria_6-7-18.pdf](https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/Evidence-for-Criteria_6-7-18.pdf)

8 **SHIFT Framework:**

9 <https://faculty.osu.edu/shift>

10 **University of California Academic Personnel Policy:**

11 https://facultydiversity.ucsd.edu/recruitment/C2D%20Guidelines_UCOP.pdf

12 **University of Denver's College of Arts, Humanities, and Social Sciences DEI Committee Report:**

13 [https://duvpfa.du.edu/2021/05/making-diversity-equity-and-inclusion-in-promotion-tenure-and-re-](https://duvpfa.du.edu/2021/05/making-diversity-equity-and-inclusion-in-promotion-tenure-and-re-appointment-decisions-visible/)

14 [appointment-decisions-visible/](https://duvpfa.du.edu/2021/05/making-diversity-equity-and-inclusion-in-promotion-tenure-and-re-appointment-decisions-visible/)

15 **Workday:** <https://workday.osu.edu/>