

1                   **Pattern of Administration**  
2                   **for**  
3                   **The Ohio State University**  
4                   **Tenure-Initiating Unit (TIU) XXX**

5                   **Colleges that serve as TIUs should also refer to the College Pattern**  
6                   **of Administration guideline document.**

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

8                   Approved by the Faculty: [date]

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

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

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

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

***Unit governance documents should substitute the term “department” or “school,” as appropriate, for “TIU.” Likewise, the term “department chair” or “school director,” as appropriate, should be used in place of “TIU head.”***

## **I Introduction**

This document provides a brief description of the TIU of XXX as well as a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](#), and other policies and procedures of the university to which the TIU 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 TIU head. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

## **II TIU Mission**

***Include TIU mission statement.***

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

## **III Academic Rights and Responsibilities**

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

## **IV Faculty and Voting Rights**

***Include information on clinical/teaching/professional practice and research faculty only if approved for unit.***

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this TIU includes tenure-track, clinical/teaching/professional practice, and research faculty with compensated FTEs of at least XX% in the TIU, and associated faculty.

The TIU of XXX makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of TIU governance.

The TIU of XXX makes clinical/teaching/professional practice appointments. ***[TIUs should select most the appropriate title—clinical faculty, for example—and use it throughout instead of “clinical/teaching/professional practice faculty” on each reference to this faculty type.]***

Clinical/teaching/professional practice faculty titles are clinical/teaching/professional practice instructor; assistant clinical or teaching professor, professional practice assistant professor; associate clinical or teaching professor, professional practice associate professor; and clinical/teaching/professional practice professor.

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

1 *[If the TIU has voted to extend governance rights to clinical/teaching/professional practice faculty,*  
2 *include the following sentence.]* On DATE, the TIU faculty voted to extend governance rights to  
3 clinical/teaching/professional practice faculty. Clinical/teaching/professional practice faculty may vote in  
4 all matters of TIU governance except tenure-track faculty promotion and tenure decisions and research  
5 faculty promotion decisions. Clinical/teaching/professional practice faculty may participate in discussions  
6 of clinical/teaching/professional practice faculty matters including promotion reviews. *[TIUs that appoint*  
7 *clinical/teaching/professional practice faculty determine the level of participation within TIU governance*  
8 *and administrative structures in accordance with [Faculty Rule 3335-7-11](#).]* Any  
9 clinical/teaching/professional practice faculty member appointed by the unit may stand for election to  
10 serve as a representative in the University Senate subject to representation restrictions noted in [Faculty](#)  
11 [Rule 3335-7-11\(C\)\(2\)](#).  
12

13 The TIU of XXX makes research appointments. Research faculty titles are research assistant professor,  
14 research associate professor, and research professor.  
15

16 *[If the TIU has voted to extend governance rights to research faculty, include the following sentence.]* On  
17 DATE, the TIU faculty voted to extend governance rights to research faculty. Research faculty may vote  
18 in all matters of TIU governance except tenure-track faculty promotion and tenure decisions and  
19 clinical/teaching/professional practice faculty promotion decisions. Research faculty may participate in  
20 discussions of research faculty matters including promotion reviews.  
21

#### 22 **A Clinical/Teaching/Professional Practice Faculty Appointment Cap**

23  
24 This TIU's appointment cap on clinical/teaching/professional practice faculty in relation to the total  
25 of tenure-track, clinical/teaching/professional practice and research faculty is established in the  
26 [college pattern of administration](#). *[If the TIU has elected to have its own cap, state that here.]*  
27

28 *In accordance with [Faculty Rule 3335-7-03](#), unless an exception is approved by the University Senate*  
29 *and the Board of Trustees,*  
30

- 31 • *clinical/teaching/professional practice faculty may comprise no more than 40% of the total*  
32 *tenure-track, clinical/teaching/professional practice, and research faculty in each of the*  
33 *colleges of the health sciences, although clinical departments within the College of Medicine*  
34 *have no cap on clinical faculty;*
- 35 • *clinical/teaching/professional practice faculty may comprise no more than 20% of the tenure-*  
36 *track, clinical/teaching/professional practice, and research faculty in the College of Arts and*  
37 *Sciences and the professional colleges;*
- 38 • *in all TIUs not in the health sciences, the number of clinical/teaching/professional practice*  
39 *faculty members must be fewer than the number of tenure-track faculty members in each unit.*  
40

#### 41 **B Research Faculty Appointment Cap**

42  
43 In accordance with Faculty Rule [3335-7-32](#), unless otherwise authorized by a majority vote of the  
44 tenure-track faculty in a TIU, research faculty must comprise no more than 20% of the number of  
45 tenure-track faculty in the TIU. In all cases, however, the number of research faculty positions must  
46 constitute a minority with respect to the number of tenure-track faculty in the unit.  
47

48 The TIU of XXX makes associated faculty appointments. Associated faculty titles include tenure-track  
49 faculty on less than a 50% appointment, adjunct titles, clinical titles *[health sciences only]*, lecturer titles,  
50 and visiting titles. *[Indicate which titles are appropriate for the TIU.]*  
51

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

1 *[If the TIU has voted to extend governance rights to associated faculty, include the following sentence.]*

2 On DATE, the TIU faculty voted to extend governance rights to associated faculty, with the exception of  
3 visiting faculty. Associated faculty, with the exception of visiting faculty, may vote in all matters of TIU  
4 governance except personnel decisions. Visiting faculty may be invited to participate in discussions on  
5 nonpersonnel matters, but may not participate in personnel matters, including appointment, promotion  
6 and tenure reviews, and may not vote on any matter.

7  
8 Emeritus faculty in this TIU are invited to participate in discussions on nonpersonnel matters, but may not  
9 participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote  
10 on any matter.

11  
12 Detailed information about the appointment criteria and procedures for the various types of faculty  
13 appointments made in this TIU is provided in the [Appointments, Promotion and Tenure Document](#).

## 14 15 **V Organization of TIU Services and Staff**

16  
17 *Include description of TIU offices, staff, and their functions.*

## 18 19 **VI Overview of TIU Decision-Making**

20  
21 Policy and program decisions are made in a number of ways: by the TIU faculty as a whole, by standing  
22 or special committees of the TIU, or by the TIU head. The nature and importance of any individual matter  
23 determine how it is addressed. TIU governance proceeds on the general principle that the more important  
24 the matter to be decided, the more inclusive participation in decision making needs to be. Open  
25 discussions, both formal and informal, constitute the primary means of reaching decisions of central  
26 importance.

## 27 28 **VII TIU Administration**

### 29 30 **A TIU Head**

31  
32 The primary responsibilities of the TIU head are set forth in Faculty Rule [3335-3-35](#). This rule  
33 requires the TIU head to develop, in consultation with the faculty, a Pattern of Administration with  
34 specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the TIU head to  
35 prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to  
36 appointments, reappointments, promotion and tenure.

37  
38 Other responsibilities of the TIU head, not specifically noted elsewhere in this Pattern of  
39 Administration, are paraphrased and summarized below.

- 40  
41
- 42 • To have general administrative responsibility for TIU programs, subject to the approval of the  
43 dean of the college, and to conduct the business of the TIU efficiently. This broad responsibility  
44 includes the acquisition and management of funds and the hiring and supervision of faculty and  
45 staff.
  - 46 • To plan with the members of the faculty and the dean of the college a progressive program; to  
47 encourage research and educational investigations.
  - 48 • To assign workload according to the TIU's workload guidelines (see Section IX) and faculty  
49 appointment type (and rank).
- 50  
51

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

- 1 • To evaluate and improve instructional and administrative processes on an ongoing basis; to  
2 promote improvement of instruction by providing for the evaluation of each course when offered,  
3 including written evaluation by students of the course and instructors, and periodic course review  
4 by the faculty.  
5
- 6 • To evaluate faculty members annually in accordance with both university and TIU established  
7 criteria; to inform faculty members when they receive their annual performance and merit review  
8 of their right to review their primary personnel file maintained by their TIU and to place in that  
9 file a response to any evaluation, comment, or other material contained in the file.  
10
- 11 • After consultation with the eligible faculty, to make recommendations to the dean of the college  
12 regarding appointments, reappointments, promotions, dismissals, and matters affecting the tenure  
13 of members of the TIU faculty, in accordance with procedures set forth in Faculty Rules [3335-6](#)  
14 and [3335-7](#) and this TIU's Appointments, Promotion and Tenure Document.  
15
- 16 • To see that all faculty members, regardless of their assigned location, are offered the privileges  
17 and responsibilities appropriate to their appointment type and rank; and in general to lead in  
18 maintaining a high level of morale.  
19
- 20 • To maintain a curriculum vitae for all personnel teaching a course in the TIU's curriculum.  
21
- 22 • To see that adequate supervision and training are given to those members of the faculty and staff  
23 who may profit by such assistance.  
24
- 25 • To prepare, after consultation with the faculty, annual budget recommendations for the  
26 consideration of the dean of the college.  
27
- 28 • To facilitate and participate in prescribed [academic program review](#) processes, in collaboration  
29 with the dean of the college and the Office of Academic Affairs.  
30

31 Day-to-day responsibility for specific matters may be delegated to others, but the TIU head retains  
32 final responsibility and authority for all matters covered by this Pattern, subject when relevant to the  
33 approval of the dean, Office of Academic Affairs, and Board of Trustees.  
34

35 Operational efficiency requires that the TIU head exercise a degree of autonomy in establishing and  
36 managing administrative processes. The articulation and achievement of TIU academic goals,  
37 however, are most successful when all faculty members participate in discussing and deciding matters  
38 of importance. The TIU head will therefore consult with the faculty on all educational and academic  
39 policy issues and will respect the principle of majority rule. When a departure from majority rule is  
40 judged to be necessary, the TIU head will explain to the faculty the reasons for the departure, ideally  
41 before action is taken.  
42

#### 43 **B Other Administrators**

44

45 *At a minimum include information on other academic administrators including vice,*  
46 *associate, and assistant chairs/directors; graduate studies and undergraduate studies*  
47 *chairs; etc. It is also beneficial to include A&P staff positions, especially those that*  
48 *directly support the TIU's academic mission.*  
49

#### 50 **C Committees**

1  
2 Much of the development and implementation of the TIU's policies and programs is carried out by  
3 standing and ad hoc committees. The TIU head is an ex officio member of all TIU committees and  
4 may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion  
5 and Tenure Committee. *[If it does not have one, the TIU is urged to consider formalizing its efforts in*  
6 *diversity, equity, and inclusion by designating a committee charged with the oversight of that work.]*  
7

8 *Describe the TIU's committee structure. Include number of members, how they are*  
9 *selected, length of term, how chair is selected. If students are permitted on committees,*  
10 *include how they are selected and whether they may vote. There is nothing that prohibits*  
11 *students from voting on TIU committees, though it is good practice to exclude students*  
12 *from sessions that involve student confidentiality.*  
13

#### 14 **VIII Faculty Meetings**

15  
16 The TIU head will provide to the faculty a schedule of TIU faculty meetings at the beginning of each  
17 academic term. The schedule will provide for at least one meeting per semester and normally will provide  
18 for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-  
19 mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven  
20 days before the meeting, and to distribute the agenda by e-mail at least three business days before the  
21 meeting. A meeting of the TIU faculty will also be scheduled on written request of 25% of the faculty.  
22 The TIU head will make reasonable efforts to have the meeting take place within one week of receipt of  
23 the request. The TIU head will distribute minutes of faculty meetings to faculty by e-mail—within seven  
24 days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple  
25 majority vote of the faculty who were present at the meeting covered by the minutes.  
26

27 Special policies pertain to voting on personnel matters, and these are set forth in the TIU's Appointments,  
28 Promotion and Tenure Document.  
29

30 For purposes of discussing TIU business other than personnel matters, and for making decisions where  
31 consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of  
32 all faculty members eligible to vote.  
33

34 Either the TIU head or one-third of all faculty members eligible to vote may determine that a formal vote  
35 conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote,  
36 a matter will be considered decided when a particular position is supported by at least a majority of all  
37 faculty members eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure  
38 maximum participation in voting. When conducting a ballot by mail or email, faculty members will be  
39 given one week to respond.  
40

41 When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be  
42 achieved on behalf of any position, the TIU head will necessarily make the final decision.  
43

44 The TIU accepts the fundamental importance of full and free discussion but also recognizes that such  
45 discussion can only be achieved in an atmosphere of mutual respect and civility. Normally TIU meetings  
46 will be conducted with no more formality than is needed to attain the goals of full and free discussion and  
47 the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality  
48 is needed to serve these goals.  
49

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

1  
2 **IX Distribution of Faculty Duties, Responsibilities, and Workload**  
3

4 *The Office of Academic Affairs requires TIUs to have guidelines on the distribution of*  
5 *faculty duties, responsibilities, and workload (see the OAA Policies and Procedures*  
6 *Handbook, Volume 1, Chapter 2, Section 1.4.3).*  
7

8 Faculty assignments are described in the initial letter of offer. Assignments and expectations for the  
9 upcoming year are addressed as part of the annual performance and merit review by the TIU head based on  
10 TIU needs as well as faculty productivity and career development.

11  
12 *See the college Pattern of Administration for guidelines for determining FTE exceptions to*  
13 *the Faculty Appointments Policy.*  
14

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

21  
22 Telework exception: Faculty members with responsibilities requiring in-person interaction are to  
23 work at a university worksite to perform those responsibilities. Telework and the use of remote,  
24 virtual meetings are allowed at the discretion of the TIU head if such work can be performed  
25 effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged  
26 under certain circumstances if it serves the needs of the TIU, college, university, and/or community.  
27 The TIU head has the discretion to require faculty to work on campus if there are concerns that  
28 responsibilities are not being fulfilled through telework.  
29

30 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and  
31 resources of the TIU and the individual circumstances of faculty members may warrant temporary  
32 deviations from these guidelines.  
33

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

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

46  
47 *The numbers and other specifics used in sections A – D are examples only and are given to*  
48 *indicate the kinds of information that should be included; specific numbers provided by*  
49 *individual units must be compatible with the appropriate benchmarks in peer institutions.*  
50  
51



1     **A Tenure-track Faculty**  
2

3     Tenure-track faculty members are expected to contribute to the university's mission via teaching,  
4     scholarship, and service. When a faculty member's contributions decrease in one of these three areas,  
5     additional activity in one or both of the other areas is expected.  
6

7     **Teaching**  
8

9     All tenure-track faculty are expected to contribute to the TIU's teaching, including large enrollment  
10    and specialized courses in both the undergraduate and graduate curriculums. The standard teaching  
11    assignment for full-time tenure-track faculty members is four courses (or equivalent teaching load)  
12    per 9-month academic year (50% time allocation to total workload), with the remainder of their time  
13    allocated to research and service. Faculty members are also expected to advise undergraduate and  
14    graduate students and supervise independent studies and thesis and dissertation work.  
15

16    Adjustments to the standard teaching assignment may be made to account for teaching a new class,  
17    the size of the class, whether the class is taught on-line or team-taught, and other factors that may  
18    affect the preparation time involved in teaching the course.  
19

20    The standard teaching assignment may vary for individual faculty members based on their research  
21    and/or service activity. Faculty members who are especially active in research can be assigned an  
22    enhanced research status that includes a reduced teaching assignment. Likewise, faculty members  
23    who are relatively inactive in research can be assigned an enhanced teaching status that includes an  
24    increased teaching assignment. Faculty members who are engaged in extraordinary service activities  
25    (to the TIU, college, university, and in special circumstances professional organizations within the  
26    discipline) can be assigned an enhanced service assignment that includes a reduced teaching  
27    assignment.  
28

29    The TIU head is responsible for making teaching assignments on an annual basis, and may decline to  
30    approve requests for adjustments when approval of such requests is not judged to be in the best  
31    interests of the TIU. All faculty members must do some formal instruction and advising over the  
32    course of the academic year.  
33

34         *Include TIU-specific guidelines for determining increases or decreases to teaching assignment.*  
35

36    **Scholarship**  
37

38    All tenure-track faculty members are expected to be engaged in scholarship as defined in the TIU's  
39    [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a faculty member  
40    who is actively engaged in scholarship will be expected to publish regularly in high quality peer-  
41    reviewed journals as well as in other appropriate venues, such as edited book chapters of similar  
42    quality and length as articles. Faculty engaged in basic or applied research are expected to attract  
43    extramural funding that supports at least 15% AY release time and that supports at least two graduate  
44    students per year. Faculty members are also expected to seek appropriate opportunities to obtain  
45    patents and engage in other commercial activities stemming from their research.  
46

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

1  
2 **Service**  
3

4 Faculty members are expected to be engaged in service and outreach to the TIU, university,  
5 profession, and community. Typically this will include service on two committees within the TIU and  
6 one outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g.  
7 service as committee chair, service on a particularly time-intensive committee, organizing a  
8 professional conference, leadership in an educational outreach activity, service in an administrative  
9 position within the TIU, college, or university).

10  
11 All faculty members are expected to attend and participate in faculty meetings, recruitment activities,  
12 and other TIU events.

13  
14 The TIU recognizes that some of its faculty members bear an inherent additional service burden. That  
15 burden accrues when faculty members, often women and/or underrepresented colleagues, are  
16 recognized as uniquely positioned to assist with work at the TIU, college, or university levels. Such  
17 individuals may be expected to provide more service than normal because their particular expertise,  
18 perspective, or voice can help working groups, for example, or task forces or students (through their  
19 mentorship of them) understand context, options, and opportunities in new ways. This additional  
20 service burden does not derive from volunteerism. Rather, it is an unwarranted and inequitable  
21 expectation.

22  
23 Service loads should be discussed and agreed to during annual performance and merit reviews. When  
24 heavy service obligations are primarily volunteer in nature, the TIU head is not obligated to modify  
25 the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a  
26 heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should  
27 be noted in the annual performance review letter, considered when distributing the faculty member's  
28 other duties, and taken into account for the AMC Process. The TIU head should also consider this  
29 additional service burden in managing equity of service loads among faculty.

30  
31 *Include TIU-specific guidelines for determining increases or decreases to service assignment.*  
32

33 **i Special Assignments**  
34

35 Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special](#)  
36 [Assignment Policy](#). The information provided below supplements this policy.  
37

38 Untenured faculty will normally be provided an SA for research for one semester during their  
39 probationary period. Reasonable efforts will be made to award SA opportunities to all other  
40 faculty members subject to the quality of faculty proposals, including their potential benefit to the  
41 TIU or university, and the need to assure that sufficient faculty are always present to carry out  
42 TIU work. The TIU's committee on *[insert appropriate peer group here]* will evaluate all SA  
43 proposals and make recommendations to the TIU head. The TIU head's recommendation to the  
44 dean regarding an SA proposal will be based on the quality of the proposal and its potential  
45 benefit to the TIU or university and to the faculty member as well as the ability of the TIU to  
46 accommodate the SA at the time requested.  
47

48 **B Clinical/Teaching/Professional Practice Faculty**  
49

50 The TIU of XXX appoints clinical, teaching, and/or professional practice *[select title]* faculty. These  
51 appointments exist for faculty members who focus principally on the education needs for TIU XXX.

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

1 Clinical, teaching, or professional practice [*select title*] faculty members are expected to contribute to  
2 the TIU's research and education missions, as reflected by participation in graduate program  
3 development and teaching. Clinical/teaching/professional practice faculty members are expected to  
4 contribute to the university's mission via teaching and service, and to a lesser extent scholarship.  
5 Service expectations are similar to those for the tenure-track.

6  
7 The standard teaching assignment for full-time clinical, teaching, or professional practice [*select title*]  
8 faculty members is seven courses per academic year.

### 9 10 **C Research Faculty**

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

12  
13  
14 In accord with Faculty Rule [3335-7-34](#),

15  
16 *a research faculty member may, but is not required to, participate in limited educational*  
17 *activities in the area of his or her expertise. However, teaching opportunities for each*  
18 *research faculty member must be approved by a majority vote of the TIU's tenure-track*  
19 *faculty. Under no circumstances may a member of the research faculty be continuously*  
20 *engaged over an extended period of time in the same instructional activities as tenure-track*  
21 *faculty.*

22  
23 Research faculty expectations for research are similar to those for the tenure-track, albeit  
24 proportionally greater since 100% of effort for research faculty members is devoted to research.  
25 Specific expectations are spelled out in the letter of offer.

### 26 27 **D Associated Faculty**

28  
29 Compensated associated faculty members are expected to contribute to the university's mission via  
30 teaching or research depending on the terms of their individual appointments.

31  
32 Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations  
33 based on their appointment level.

34  
35 Expectations for compensated visiting faculty members will be based on the terms of their  
36 appointment and are comparable to that of tenure-track faculty members except that service is not  
37 required.

38  
39 The standard teaching assignment for full-time lecturers is eight courses per academic year.

### 40 41 **E Modification of Duties**

42  
43 The TIU of XXX strives to be a family-friendly unit in its efforts to recruit and retain high quality  
44 faculty members. To this end, the TIU is committed to adhering to the College of YYY's guidelines  
45 on modification of duties to provide its faculty members flexibility in meeting work responsibilities  
46 within the first year of childbirth/adoption/fostering, or care for an immediate family member who  
47 has a serious health condition, or a qualifying exigency arising out of the fact that the employee's  
48 immediate family member is on covered active duty in a foreign country or call to covered active duty  
49 status. See the [college pattern of administration](#) for details. See also the OHR [Parental Care](#)  
50 [Guidebook](#) and the Parental Leave Policy in Section XII.

51

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

1 A faculty member requesting a modification of duties and the TIU head should be creative and  
2 flexible in developing a solution that is fair to both the individual and the unit while addressing the  
3 needs of the university. Expectations must be spelled out in an MOU that is approved by the dean.  
4

## 5 **X Course Offerings, Teaching Schedule, and Grade Assignments**

6  
7 The TIU head will annually develop a schedule of course offerings and teaching schedules in consultation  
8 with the faculty, both collectively and individually. While every effort will be made to accommodate the  
9 individual preferences of faculty, the TIU's first obligation is to offer the courses needed by students at  
10 times and in formats, including on-line instruction, most likely to meet student needs. To assure  
11 classroom availability, reasonable efforts must be made to distribute course offerings across the day and  
12 week. To meet student needs, reasonable efforts must be made to assure that course offerings match  
13 student demand and that timing conflicts with other courses students are known to take in tandem are  
14 avoided. A scheduled course that does not attract the minimum number of students required by Faculty  
15 Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be  
16 assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses  
17 required in any curriculum or courses with routinely high demand will be taught by at least two faculty  
18 members across semesters of offering to assure that instructional expertise is always available for such  
19 courses.  
20

21 If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or  
22 if they have not submitted grades before the university deadline and are unreachable by all available  
23 modes of communication, then the TIU head may determine an appropriate course of action, including  
24 assigning a faculty member to evaluate student materials and assign grades for that class. The University  
25 Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade  
26 submission.  
27

## 28 **XI Allocation of TIU Resources**

29  
30 The TIU head is responsible for the fiscal and academic health of the TIU and for assuring that all  
31 resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of unit  
32 goals.  
33

34 The TIU head will discuss the TIU budget at least annually with the faculty and attempt to achieve  
35 consensus regarding the use of funds across general categories. However, final decisions on budgetary  
36 matters rest with the TIU head.  
37

38 Research space shall be allocated on the basis of research productivity, including external funding, and  
39 will be reallocated periodically as these faculty-specific variables change.  
40

41 The allocation of office space will include considerations such as achieving proximity of faculty in  
42 subdisciplines and productivity and grouping staff functions to maximize efficiency.  
43

44 The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.  
45

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

## 48 **XII Leaves and Absences**

49  
50 In general, there are four types of leaves and absences taken by faculty (in addition to parental leave,  
51 which is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to

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

1 leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#)  
2 and Office of Human Resources [Policies and Forms website](#). The information provided below  
3 supplements these policies.  
4

#### 5 **A Discretionary Absence**

6  
7 Faculty are expected to complete a travel request or a [request for absence form](#) well in advance of a  
8 planned absence (for attendance at a professional meeting or to engage in consulting) to provide time  
9 for its consideration and approval and time to assure that instructional and other commitments are  
10 covered. Discretionary absence from duty is not a right, and the TIU head retains the authority to  
11 disapprove a proposed absence when it will interfere with instructional or other comparable  
12 commitments. Such an occurrence is most likely when the number of absences in a particular  
13 semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs  
14 approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-](#)  
15 [5-08](#)).  
16

#### 17 **B Absence for Medical Reasons**

18  
19 When absences for medical reasons are anticipated, faculty members are expected to complete a  
20 [request for absence form](#) as early as possible. When such absences are unexpected, the faculty  
21 member, or someone speaking for the faculty member, should let the TIU head know promptly so that  
22 instructional and other commitments can be managed. Faculty members are always expected to use  
23 sick leave for any absence covered by sick leave (personal illness, illness of family members, medical  
24 appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR [Policy](#)  
25 [6.27](#).  
26

#### 27 **C Unpaid Leaves of Absence**

28  
29 The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of  
30 absence are set forth in OHR [Policy 6.45](#). *[Include any TIU-specific guidelines.]*  
31

#### 32 **D Faculty Professional Leave (FPL)**

33  
34 Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional](#)  
35 [Leave](#). *[Include any TIU-specific guidelines.]*  
36

37 The TIU's committee on *[insert appropriate peer group here]* will review all requests for faculty  
38 professional leave and make a recommendation to the TIU head based on the following criteria:  
39

40 *Include TIU-specific criteria for reviewing faculty professional leave requests.*  
41

42 The TIU head's recommendation to the dean regarding an FPL proposal will be based on the quality  
43 of the proposal and its potential benefit to the TIU and to the faculty member as well as the ability of  
44 the TIU to accommodate the leave at the time requested.  
45

#### 46 **E Parental Leave**

47  
48 The university, the college, and this TIU recognize the importance of parental leave to faculty  
49 members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off [Policy 6.27](#), and  
50 the [Family and Medical Leave Policy 6.05](#).  
51

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

Include TIU-specific guidelines.

### XIII Additional Compensation and Outside Activities

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

This TIU adheres to these policies in every respect. In particular, this TIU 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 TIU head 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 TIU. In addition, it is university policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

Faculty with an administrative position (for example, chair, 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 TIU faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him/her/them, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's TIU head and/or dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the TIU or 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

Information on faculty financial conflicts of interest is presented in the university's [Policy on Outside Activities and Conflicts](#). 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.

1  
2 **XV Grievance Procedures**  
3

4 Members of the TIU with grievances should discuss them with the TIU head who will review the matter  
5 as appropriate and either seek resolution or explain why resolution is not possible. Content below  
6 describes procedures for the review of specific types of complaints and grievances.  
7

8 **A Salary Grievances**  
9

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

14 Faculty members who are not satisfied with the outcome of the discussion with the TIU head and  
15 wish to pursue the matter may be eligible to file an appeal with the college's Faculty Salary Appeals  
16 Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Volume 1,  
17 Chapter 3 of the Office of Academic Affairs [Policies and Procedures Handbook](#)).  
18

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

22 **B Faculty Promotion and Tenure Appeals**  
23

24 Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).  
25

26 **C Faculty and Staff Misconduct**  
27

28 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in  
29 Faculty Rule [3335-5-04](#).  
30

31 Any student, faculty, or staff member may report complaints against staff to the TIU head. The [Office](#)  
32 [of Employee and Labor Relations](#) in the Office of Human Resources can provide assistance with  
33 questions, conflicts, and issues that arise in the workplace.  
34

35 **D Harassment, Discrimination, and Sexual Misconduct**  
36

37 The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all  
38 forms of harassment, discrimination, and sexual misconduct.  
39

40 1 Ohio State's policy and procedures related to affirmative action and equal employment  
41 opportunity are set forth in the university's [policy on affirmative action and equal](#)  
42 [employment opportunity](#).  
43

44 2 Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual  
45 misconduct are set forth in the university's [policy on nondiscrimination, harassment, and](#)  
46 [sexual misconduct](#).  
47

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

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

**F Complaints by and about Students**

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 TIU head, the TIU head will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the TIU head 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 TIU head will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

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

**G Academic Misconduct**

*[The Moritz College of Law and TIUs in health sciences colleges should include the following sentence.]* Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic 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 *[insert the appropriate TIU officer]*, who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the TIU’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 TIU’s students.]*

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



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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 unit governance documents. It is for information only.

### Alphabetical List of Hyperlinks

- 6 **Academic Rights and Responsibilities Reaffirmation:** <https://oaa.osu.edu/rightsandresponsibilities.html>
- 7 **American Association of University Professors' Statement on Professional Ethics**
- 8 <http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>
- 9 **Anonymous Reporting Line:** <https://secure.ethicspoint.com/domain/media/en/gui/7689/index.html>
- 10 **Board of Trustees Rule 3335-23-05 (initiation and investigation of code violations):**
- 11 <https://trustees.osu.edu/rules/code-of-student-conduct/3335-23-05.html>
- 12 **Board of Trustees Rule 3335-23-15 (Committee on Academic Misconduct):**
- 13 <https://trustees.osu.edu/code-student-conduct/3335-23-15>
- 14 **Code of Student Conduct:** <https://trustees.osu.edu/rules/code-of-student-conduct/>
- 15 **Committee on Academic Misconduct:** <https://oaa.osu.edu/coam.html>
- 16 **Diversity, Equity, and Inclusion in Tenure & Promotion Workgroup Report and Recommendations**
- 17 **to the Salisbury University Faculty Senate:** [https://www.salisbury.edu/administration/campus-](https://www.salisbury.edu/administration/campus-governance/faculty-senate/_files/21-22/2021-09-16-su-dei-in-tp-workgroup-report-and-recommendations.pdf)
- 18 [governance/faculty-senate/\\_files/21-22/2021-09-16-su-dei-in-tp-workgroup-report-and-](https://www.salisbury.edu/administration/campus-governance/faculty-senate/_files/21-22/2021-09-16-su-dei-in-tp-workgroup-report-and-recommendations.pdf)
- 19 [recommendations.pdf](https://www.salisbury.edu/administration/campus-governance/faculty-senate/_files/21-22/2021-09-16-su-dei-in-tp-workgroup-report-and-recommendations.pdf)
- 20 **Faculty Rule 3335-3 (administration):** [https://trustees.osu.edu/rules/University-rules/chapter-3335-3-](https://trustees.osu.edu/rules/University-rules/chapter-3335-3-administration.html)
- 21 [administration.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-3-administration.html)
- 22 **Faculty Rule 3335-5 (governance):** [https://trustees.osu.edu/rules/University-rules/chapter-3335-5-](https://trustees.osu.edu/rules/University-rules/chapter-3335-5-faculty-governance-and-committees.html)
- 23 [faculty-governance-and-committees.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-5-faculty-governance-and-committees.html)
- 24 **Faculty Rule 3335-6 (tenure-track faculty appointments):** [https://trustees.osu.edu/rules/University-](https://trustees.osu.edu/rules/University-rules/chapter-3335-6-rules-of-the-University-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html)
- 25 [rules/chapter-3335-6-rules-of-the-University-faculty-concerning-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)
- 26 [reappointments-promotion-and-tenure.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-6-rules-of-the-University-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html)
- 27 **Faculty Rule 3335-7 (clinical/teaching/professional practice and research faculty appointments):**
- 28 [https://trustees.osu.edu/rules/University-rules/chapter-3335-7-rules-of-the-University-faculty-](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)
- 29 [concerning-clinical/teaching/practice-faculty-appointment-reappointment-and-nonreappointment-and-](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)
- 30 [promotion.html](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)
- 31 **Faculty Rule 3335-8 (instruction):** [https://trustees.osu.edu/rules/University-rules/chapter-3335-8-](https://trustees.osu.edu/rules/University-rules/chapter-3335-8-instruction.html)
- 32 [instruction.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-8-instruction.html)
- 33 **Kirwan Institute for the Study of Race and Ethnicity:** <http://kirwaninstitute.osu.edu/>
- 34 **Michael V. Drake Institute for Teaching and Learning:** <https://drakeinstitute.osu.edu/>
- 35 **Office of Academic Affairs Governance Documents Webpage:** [https://oaa.osu.edu/appointments-](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure)
- 36 [reappointments-promotion-and-tenure](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure)

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

- 1 **Office of Academic Affairs *Policies and Procedures Handbook*:** <https://oaa.osu.edu/policies-and-procedures-handbook>
- 2
- 3 **Office of Distance Education and eLearning:** <https://odee.osu.edu>
- 4 **Office of Diversity and Inclusion:** <https://odi.osu.edu/>
- 5 **Office of Human Resources Employee and Labor Relations:** <https://hr.osu.edu/services/elr/>
- 6 **Office of Human Resources Employment Services:** [www.hr.osu.edu/](http://www.hr.osu.edu/)
- 7 **Office of Human Resources Policies and Forms:** <https://hr.osu.edu/policies-forms>
- 8 **Office of Institutional Equity:** <https://equity.osu.edu/>
- 9 **Office of University Compliance and Integrity:** <https://compliance.osu.edu/concern-reporting.html>
- 10 **Policy 6.27 (paid time off):** <https://hr.osu.edu/public/documents/policy/policy627.pdf>
- 11 **Policy 6.45 (unpaid leave):** <https://hr.osu.edu/public/documents/policy/policy645.pdf>
- 12 **Policy on Affirmative Action and Equal Employment Opportunity:**
- 13 <https://policies.osu.edu/assets/policies/Policy-AAEEO.pdf>
- 14 **Policy on Faculty Annual Review and Reappointment:**
- 15 <https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf>
- 16
- 17 **Policy on Faculty Appointments**
- 18 [https://oaa.osu.edu/sites/default/files/links\\_files/facultyappointments\\_1.pdf](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf)
- 19 **Policy on Faculty Compensation:** <https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>
- 20 **Policy on Faculty Professional Leave:** [https://oaa.osu.edu/sites/default/files/links\\_files/Policy-FINAL-Faculty-Professional-Leave-20220601.pdf](https://oaa.osu.edu/sites/default/files/links_files/Policy-FINAL-Faculty-Professional-Leave-20220601.pdf)
- 21
- 22 **Policy on Faculty Recruitment and Selection:**
- 23 [https://oaa.osu.edu/sites/default/files/links\\_files/facultyrecruitment.pdf](https://oaa.osu.edu/sites/default/files/links_files/facultyrecruitment.pdf)
- 24 **Policy on Nondiscrimination, Harassment, and Sexual Misconduct:**
- 25 <https://policies.osu.edu/assets/policies/Policy-NDH-Sexual-Misconduct.pdf>
- 26 **Policy on Outside Activities and Conflicts:**
- 27 <https://policies.osu.edu/assets/policies/outside-activities-policy.pdf>
- 28 **Policy on Special Assignment:** <https://oaa.osu.edu/assets/files/documents/specialassignment.pdf>
- 29 **Request for Absence Form:** <https://workday.osu.edu/>
- 30 **Rules of the University Faculty:** <https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules>
- 31 **Sample Letters Requesting External Evaluation:** <https://oaa.osu.edu/assets/files/documents/Letter201.pdf>
- 32 (for tenure-track and research faculty)

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

1 [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)  
2 [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)

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

4 [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)  
5 [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)

6 **SHIFT Framework:**

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

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

9 [https://facultydiversity.ucsd.edu/recruitment/C2D%20Guidelines\\_UCOP.pdf](https://facultydiversity.ucsd.edu/recruitment/C2D%20Guidelines_UCOP.pdf)

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

11 [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/)  
12 [appointment-decisions-visible/](https://duvpfa.du.edu/2021/05/making-diversity-equity-and-inclusion-in-promotion-tenure-and-re-appointment-decisions-visible/)

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