



THE OHIO STATE UNIVERSITY

COLLEGE OF ARTS AND SCIENCES

PATTERN OF ADMINISTRATION

for

THE OHIO STATE UNIVERSITY
COLLEGE OF ARTS AND SCIENCES

Approved by the Office of Academic Affairs: October 24, 2024

Office of the Dean
artsandsciences.osu.edu

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I. INTRODUCTION

This document provides a description of the College of Arts and Sciences (ASC) and its guidelines and procedures. It supplements the Rules of the University Faculty as well as other policies and procedures of the university to which the college and its faculty are subject. The university's rules, policies, and procedures, and changes to them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. In keeping with university rules, within the first year of his or her appointment or reappointment, the dean shall review the Pattern of Administration and, in consultation with the Faculty Advisory Council, shall revise it as appropriate. The dean will then forward the reaffirmed or revised Pattern of Administration to the Office of Academic Affairs. At other times, amendments may be proposed by the dean or recommended to the dean by the ASC Dean's Council, the ASC Faculty Senate, the FAC, or members of the regular faculty. These recommendations are advisory to the dean. In order to be adopted as amendments to the Pattern of Administration, the recommendations must be consistent with the purpose of the document and with appropriate university rules and policies. The process for adoption is the same as above. In consultation with the Faculty Advisory Council, the dean shall revise as appropriate and forward the reaffirmed or revised Pattern of Administration to the Office of Academic Affairs. All revisions, as well as periodic reaffirmation, are subject to approval by the Office of Academic Affairs.

II. COLLEGE OF ARTS AND SCIENCES MISSION

Our mission:

- To fuel world-changing research and creative work.
- To prepare passionate learners, critical thinkers, and global citizens.
- To engage, serve, and champion our diverse communities.

Our values:

The college embraces and seeks to implement the university's shared values initiative. We are committed to academic freedom, to ensuring responsible research practices, to building diverse and inclusive cultures, to fostering an ethic of care and mutual respect, and to promoting justice.

Our ambition:

The College of Arts and Sciences seeks to achieve national and international distinction for its departments, schools, and interdisciplinary research centers; to live into the university's land-grant mission and its motto of "education for citizenship"; to ensure the academic and personal success of all of our students; and to support the well-being and professional growth of our faculty and staff.

III. ACADEMIC RIGHTS AND RESPONSIBILITIES

The university's statement on academic rights, responsibilities, and processes for addressing concerns can be found on the Office of Academic Affairs [website](#). The College of Arts and Sciences fully endorses the principles detailed in this statement.

IV. FACULTY

A. FACULTY APPOINTMENTS

Members of the ASC faculty are organized into departments, schools, and other units as defined in section [3335-3-34](#) of the Rules of the University. Faculty Rule [3335-5-19](#) defines the types of faculty appointments in the college and the rights and restrictions associated with each type of appointment. The college faculty comprises:

1. Tenure-track faculty with titles of instructor, assistant professor, associate professor, or professor.
2. Clinical/teaching/practice faculty with titles of assistant clinical professor, associate clinical professor, or clinical professor; assistant teaching professor, associate teaching professor, or teaching professor; or professional practice assistant professor, professional practice associate professor, or professional practice professor. Other titles may be used by individual units with the approval of the dean and the executive vice president and provost.

Clinical/teaching/practice faculty have fixed-term, contract appointments that do not entail tenure but that enhance the ability of the college to attract and retain the most qualified individuals for these positions.

The percentage of clinical/teaching/practice faculty may not exceed 20% of the combined total of the tenure-track, clinical/teaching/practice and research faculty in the college. This total includes tenure-track, research and clinical/teaching/practice faculty appointed at regional campuses. In each individual TIU, the number of clinical/teaching/practice faculty must be fewer than the number of tenure-track faculty. Individual departments or schools can choose to set lower limits.

3. Research faculty with titles of research assistant professor, research associate professor, or research professor; research faculty can comprise no more than 20% of the tenure-track faculty.
4. Associated faculty with adjunct titles, lecturer titles, and visiting titles; and faculty on less than a 50% appointment to the university.
5. Emeritus faculty. Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure track, clinical/teaching/professional practice, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. See the college [Appointments, Promotion and Tenure](#) document for additional detail. Emeritus faculty are invited to participate in discussions on nonpersonnel matters but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Faculty roles and responsibilities are defined by each TIU in accordance with university rules. Depending on their appointment type, members of the faculty are expected to contribute to the instructional, funded research,

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

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

B. VOTING RIGHTS

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

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

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

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

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

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

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

C. DISTINGUISHED PROFESSOR

The Arts and Sciences Distinguished Professorship is an honorific title, not a new faculty rank. This award serves to honor professor colleagues who have excelled in teaching, service, and research/creative activity, and whose work has demonstrated significant impact on their fields, students, college and university, and/or the public. It is essential that such professorships be reserved for the most distinguished faculty. Therefore, no more than 10% of the total number of professors in the College of Arts and Sciences may hold this title at any one time.

To be eligible, professors must not already hold a titled position, such as Eminent Scholar, Distinguished University Professor, or an endowed chair or professorship, and will have generally served at full rank for at least

five years at Ohio State or another peer university. Eligible professors must be active and respected scholars in their field of specialization, with records of sustained and significant productivity throughout their careers, including the years at full rank. They also must have a record of excellence in teaching and outstanding service to their departments, college, university, profession, and/or the community. In evaluating and prioritizing these areas, reviewers will keep in mind the diversity of faculty activities across the college as well as the trajectory of individual faculty members' careers and the areas in which they have focused their efforts. Within the context of this holistic review process, evidence of distinction could include, but is not limited to, the following:

- elected position in a prominent professional association or national academy
- significant external or college/university awards for teaching and mentorship, research and creative activity, and/or outreach and service
- leadership in establishing a nationally recognized program or initiative
- significant contributions to supporting and increasing diversity and inclusion within the university and/or within a particular field of study
- a major prize from a professional organization
- editorship of a major professional journal or book series

Nominations for a College of Arts and Sciences Distinguished Professorship come from department chairs and school directors, the divisional deans, or the dean, and will consist of a CV and letter of nomination describing the candidate's qualifications and providing examples of the impact of the candidate's efforts in all areas of their faculty duties. Additional external and internal letters may also be used as supporting evidence. An ad hoc committee of six current Distinguished College Professors from all divisions (supplemented if needed by Eminent Scholars or faculty with endowed chair positions) and convened by the associate dean for faculty affairs will carry out an initial review. This committee will generally meet once annually to consider internal nominations. The faculty review panel will forward its recommendation to the ASC Dean's Council, which will review the nomination and make a vote on awarding the honorific. In individual cases involving a time-sensitive counteroffer or recruitment from another institution, the relevant divisional dean will send the information electronically to a smaller ad hoc committee of three distinguished professors (college, university, Eminent scholars, endowed chairs or professors) from within the division. In such cases, the Dean's Council will make every effort to receive input from all members but may move to a decision earlier if swift action is required.

Newly appointed distinguished professors from within the college will receive a one-time permanent \$2,500 addition to their base pay. All distinguished professors will hold the honorific title "College of Arts and Sciences Distinguished Professor of [area of specialization]." Subject to continued excellent performance as documented in annual reviews, faculty will retain this title until such time as they leave or retire from the university; are appointed as a distinguished university professor; or are appointed to an endowed chair or professorship.

D. ENDOWED CHAIRS AND ENDOWED PROFESSORSHIPS

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

In the College of Arts and Sciences, endowed positions are used to hire for excellence or clear evidence of potential for excellence. Such appointments are made to attract prominent hires or recognize excellence of existing faculty.

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

1. Criteria for Appointment and Reappointment

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

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

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

2. Process for Appointment and Reappointment

Appointments and reappointments to endowed chairs or professorships follow the procedures outlined in the [Faculty Appointments Policy](#).

Endowed chairs, endowed professorships and Ohio Eminent Scholars will be appointed to terms not exceeding five years. The appointment process will follow criteria established in the endowment agreement. These criteria and the process for appointment for individual positions will be specified in the POA for the department(s) or school(s) in which the appointment is established.

a. Annual review

Each year, as part of the existing required annual review process, the faculty member's department chair or school director will conduct an annual review of their accomplishments and will forward it to the college.

b. Reappointment review

TIU Review: If a reappointment process is spelled out in the unit's Pattern of Administration or Appointments, Promotion and Tenure document, that process should be followed. If not, the following process will be used: At

the beginning of the final year of appointment, the chair or director will request that the faculty member provide the following:

- current CV
- progress report of major accomplishments during the current term (1-2 pages)
- statement of goals for the next term (1-2 pages)

In cases where the faculty member undergoing review is a department chair or school director, the divisional dean will appoint another chair or director in the division to conduct the reappointment review. After review of the candidate's materials, the chair or director will write a recommendation about renewal to the divisional dean. The candidate will be given the opportunity to respond in writing. The chair or director will forward all review materials to the divisional dean, copying [ASC Faculty Affairs](#).

College Review: The divisional dean will review the materials generated in the TIU review and make a recommendation to the college dean. The college dean will examine all materials collected during the review and will make the final decision at the college level. Reappointments will be subject to approval by OAA and the Board of Trustees.

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

V. ORGANIZATION OF THE COLLEGE

In accordance with University Rule [3335-3-28](#), for administrative purposes the College of Arts and Sciences is organized into the division of Arts and Humanities (A&H), the division of Natural and Mathematical Sciences (NMS), and the division of Social and Behavioral Sciences (SBS), each led by a divisional dean who is appointed by the dean of the college in consultation with the faculty.

The following three schools and 35 departments make up the College of Arts and Sciences:

Division of Arts and Humanities

Department of African American and African Studies
Department of Art
Department of Arts Administration, Education and Policy
Department of Classics
Department of Comparative Studies
Department of Dance
Department of Design
Department of East Asian Languages and Literatures
Department of English
Department of French and Italian
Department of Germanic Languages and Literatures
Department of History
Department of History of Art

Department of Linguistics
School of Music
Department of Near Eastern and South Asian Languages and Cultures
Department of Philosophy
Department of Slavic and East European Languages and Cultures
Department of Spanish and Portuguese
Department of Theatre, Film and Media Arts
Department of Women's, Gender and Sexuality Studies

Division of Natural and Mathematical Sciences

Department of Astronomy
Department of Chemistry and Biochemistry
School of Earth Sciences
Department of Evolution, Ecology, and Organismal Biology
Department of Mathematics
Department of Microbiology
Department of Molecular Genetics
Department of Physics
Department of Statistics

Division of Social and Behavioral Sciences

Department of Anthropology
School of Communication
Department of Economics
Department of Geography
Department of Political Science
Department of Psychology
Department of Sociology
Department of Speech and Hearing Science

The College of Arts and Sciences also includes several central service offices that support and promote the educational and research activities of the college's students and faculty members. The various service offices are headed by executive staff members who report to the dean of the college or the dean's designee.

VI. OVERVIEW OF COLLEGE DECISION-MAKING

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

VII. COLLEGE ADMINISTRATION

A. DEAN

The College of Arts and Sciences is led by the Dean of Arts and Sciences, who ultimately has final responsibility

and authority for all college matters described in this Pattern of Administration. The dean is appointed by the Executive Vice President and Provost to a term of five years. The dean serves on the Council of Deans, the University Senate, and the University Senate Fiscal Committee.

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

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

- To uphold expectations of the Leadership Philosophy:
 - Uphold Ohio State's [Shared Values](#) and engender trust through words and actions.
 - Care for people and create conditions for well-being and productivity.
 - Set clear direction and goals for their teams and align to the mission of the college.
 - Solve problems and support their teams to adapt to changing contexts.
 - Drive cross-functional collaborations to advance goals of the college.
 - Demonstrate commitment to continuous growth for themselves and their teams.

- 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, as described below, in collaboration with the respective divisional dean (see Section VII.B).

ASC Chair/Director Selections and Review

During the last year of the term of a department chair or school director, the divisional dean will conduct a thorough review of the performance of the chair or director during her or his term, ascertain whether the chair or director desires to serve another term, and assess the level of support in the department or school for the chair or director to continue for another term. Taking into consideration feedback from the unit and assuming the chair or director agrees to serve another term and that the performance review is satisfactory, the dean, in consultation with the divisional dean, may appoint the chair or director for another term.

If it has been determined that a new chair or director is to be selected, a chair/director selection process will be launched. The decision to hire an internal or external chair will be made by the dean and the divisional dean after input from the unit is considered. To launch the selection process, the divisional dean will meet with the

faculty of the department or school to discuss the selection of a new chair or director. After that meeting, the divisional dean, in consultation with the unit, will form a Chair/Director Search Committee. The committee will include at least one member from a unit outside the department or school that is searching for a chair or director. The divisional dean will select one of the members of the committee to serve as the chair of the committee. Working with the search committee and following any additional procedures detailed in its APT, the unit will identify candidates for the chair or director position. It is expected that faculty, students and staff will be involved in the selection process. For external searches for a chair or director, normal faculty search procedures will be followed according to the [SHIFT](#) Framework and with the Chair/Director Search Committee serving as the search committee. After the selection procedure has been conducted, the Chair/Director Search Committee will provide a recommendation to the college concerning the appointment of the chair/director. Specifically, the college expects to receive a list of potential chair/director candidates, an evaluation of the candidates by the selection committee, and a sense of the degree of overall support by the department or program for each candidate. The list of candidates may be ranked or unranked. The dean, in consultation with the divisional dean, will appoint a chair or director, taking into consideration the recommendations made by the selection committee and input received from the department or school.

Each divisional dean will define an annual evaluation process for the chairs and directors in her or his respective division.

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

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

B. OTHER ADMINISTRATORS

Three divisional deans work closely with the dean in the administration of the college. The divisional deans provide input into the decision making within the central administration of the college. In addition, the divisional deans are responsible for making recommendations to the dean concerning the appointment and reappointment of chairs and directors to lead the units within their respective divisions and are also responsible for performance evaluations of chairs and directors.

The dean will appoint such associate deans or assistant deans and such administrative officials as are needed to promote a coherent, collaborative, efficient, and financially sound administrative core for arts and sciences programs.

The dean will appoint an assistant dean to oversee the maintenance of ASC records and to serve as Secretary of ASC, as described in University Rule [3335-3-33](#), including keeping the minutes of all Arts and Sciences faculty meetings. As ASC Secretary, the assistant dean may enlist support in record maintenance from another administrative officer to ensure an effective maintenance system.

The dean will also appoint a Parliamentarian for a term of no less than one year to serve as advisor on questions

of procedure at meetings of the ASC faculty. When the Secretary or the Parliamentarian is absent, the dean may appoint an acting Secretary or Parliamentarian.

Chairs and directors, who are appointed by the dean in consultation with the divisional deans, lead departments and schools in the College of Arts and Sciences. In addition, elected and appointed committees of faculty, staff, and students provide advisory input to the college administration on many decisions, guidelines, and procedures.

The ASC organizational chart is available [here](#).

C. STANDING COMMITTEES

The dean and the administration of ASC receive advisory input from seven standing committees and the Arts and Sciences Faculty Senate. The seven standing committees include: (1) ASC Dean's Council, (2) ASC Faculty Advisory Council, (3) ASC Staff Advisory Council, (4) ASC Dean's Student Advisory Board, (5) ASC Salary Appeals Committee, (6) ASC Investigations Committee, and (7) the ASC Promotion and Tenure Committee(s) (comprised of three divisional Promotion and Tenure review panels).

To be eligible for standing committee membership, faculty members must be tenure-track faculty as defined in University Rule [3335-5-19](#); staff must be full- or part-time regular staff on the Columbus or regional campuses; students must be full- or part-time regular students in good academic standing on either the Columbus or regional campuses. Committee service normally begins on the first day of the fall semester.

1. ASC Dean's Council

This council is composed of the dean, who serves as chair, the three divisional deans of the college, the associate deans, the chief administrative officer, the chief development and alumni relations officer, the senior director of marketing and communications, the finance director, and the senior director of information technology. Nonmembers may be invited to attend meetings of the council to present information and to provide input. This council discusses administrative and policy matters and engages in planning, coordinating, enhancing, and implementing the operations of the college and its constituent units. The Dean's Council meets every other week throughout the year. Council members are expected to discuss non-confidential issues and concerns with appropriate personnel in the college in support of establishing a clear network of communications about administrative and policy matters across the college.

2. Faculty Advisory Council (FAC)

The FAC exists to act on behalf of all College of Arts and Sciences faculty to bring matters of collective interest to the attention of the dean and college administration. Representing a faculty voice, the FAC seeks to promote a sense of community within the varied disciplines of arts and sciences; to foster transparency, mutual respect, and representative participation; and to ensure shared commitment and accountability to the goals of the entire college.

The composition of the FAC represents the range of faculty in the college in relation to disciplinary focus, diversity, expertise and rank, and will consist of 17 members. Of this total, 12 members are elected by the faculty (four per division) to represent the broad range of disciplines across the entire college and the dean appoints three. Of these 15 elected or appointed positions, one is guaranteed for regional campus

representation. The chair of the ASC Faculty Senate and the dean are *ex officio* members. The dean's office oversees the election process, which takes place in the spring semester of each academic year. Faculty nominated or seeking nomination to FAC shall submit a brief biographical statement that will be sent to the respective area faculty for voting purposes. Regional campus faculty may also compete in these divisional elections.

Members of the FAC shall annually elect a chair.

Both appointed and elected members serve three-year terms with the possibility of extending a term by one year when the extension supports the maintenance of an appropriate sequence for staggering terms. Members may not serve two consecutive terms but may be re-appointed after a one-year hiatus. The committee meets at least once per semester or as needed to discuss key issues. The dean will appoint a staff liaison for the group.

The chair of the FAC will, in consultation with the dean, set the agenda for discussions of matters pertaining to the college. The FAC is expected to advise the dean on a variety of issues, such as (but not limited to) guidelines governing the compensation/reward structure for arts and sciences faculty, nomination of faculty for membership on dean-appointed committees as the need arises, disciplinary and interdisciplinary program development, faculty research and development, and other issues of importance to the college faculty.

The FAC will form subcommittees as needed to secure greater faculty advice and input to the dean and the ASC administration on matters pertaining to faculty and students.

3. Staff Advisory Council (SAC)

The mission of the College of Arts and Sciences (ASC) Staff Advisory Council is to act on behalf of all College of Arts and Sciences staff in bringing matters of collective interest to the attention of the dean. Specifically, the council seeks to foster communication between staff and administrators, promote a positive and innovative work environment, ensure staff development and recognize the needs and interests of the staff as they relate to the missions of the College of Arts and Sciences and The Ohio State University. The SAC values diversity in people and perspectives and is committed to advancing inclusion and equity internally and for staff throughout the college in collaboration with key university stakeholders. The council is composed of a maximum of 15 regular members. The council membership shall always strive to include at least one member from each ASC Division and at least one member from the non-academic units. The SAC seeks to maintain a diversity of membership and viewpoints and be an inclusive representation of the college. Members are selected by the serving council for three-year appointments, commencing July 1 each year. To be eligible to serve on ASC SAC, an individual must have at least one year of work experience in the Arts and Sciences; have a 75% FTE or greater appointment as Classified Civil Service, Unclassified Administrative and Professional, or Senior Administrative and Professional; and not be in a position that reports directly to the dean. Staff who would like to serve on the ASC SAC should respond to an annual Call for Nominations and complete the application form.

Recommendations are also accepted for consideration. To ensure representation across the College, the dean shall ask divisions to appoint a staff representative to SAC for a three-year term. At least 6 members of ASC SAC will serve as administrators for the Council: two Co-Chairs, one Treasurer, one Grants Subcommittee Chair, one Awards Subcommittee Chair, and at least one Communications Officer. The SAC by-laws are available [here](#).

4. Dean's Student Advisory Board (DSAB)

The purpose of the Dean's Student Advisory Board is to advise the dean on matters relating to academics, communication, activities, student life, college relations, and other issues as they relate to the College of Arts

and Sciences. The board will meet monthly during the academic year unless otherwise requested by the dean. The DSAB will have a total of 15 board members with terms that begin at the start of the fall semester. There is proportional representation of graduate students and undergraduate students. The DSAB membership includes the following: (a) three Arts and Sciences Student Council members who are pursuing an ASC major with one student from each of the three ASC divisions, (b) three Undergraduate Student Government (USG) members who are pursuing an ASC major with one student from each of the three ASC divisions, (c) two members of the Council of Graduate Students (CGS) who are pursuing graduate studies in different ASC divisions (d) six undergraduate ASC students; of these six, two students are from each of the three college divisions, and (e) one ASC graduate student, who must hold a GA position (GTA, GRA, or GAA) in a department or program from one of the divisions of the College of Arts and Sciences. Members selected by Arts and Sciences Student Council, USG, and CGS serve one-year terms; other student positions may be selected by the serving committee and serve two-year terms.

5. Arts and Sciences Salary Appeals Committee

Salary appeals that reach the level of the college will be reviewed by a college-wide Salary Appeals Committee, which will consider the data provided by the faculty member who is filing the salary appeal. The committee will be composed of six tenured faculty members, two per division, who are appointed as needed by the dean on the basis of recommendations received from the three divisional deans. The members of the committee annually elect a chair. The Salary Appeals Committee provides recommendations to the dean regarding the merits of the salary grievance, as well as the amount of additional salary that should be awarded to correct the salary issue.

The Salary Appeals Committee follows the appeals process established in the Office of Academic Affairs [Policies and Procedures Handbook](#). See also [Appendix B: College of Arts and Sciences Faculty Salary Appeals Process](#).

6. Arts and Sciences Investigation Committee:

In accordance with University Rule [3335-5-04](#), the College of Arts and Sciences shall have a College Investigation Committee to look into complaints against tenure-track, clinical/teaching/practice faculty, research faculty and associated faculty. The committee will be composed of six tenured faculty members, two from each division, who are appointed annually by the dean on the basis of recommendations received from the three divisional deans. Members of the committee annually elect a chair.

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

7. Arts and Sciences Promotion and Tenure Committees

As detailed further in the ASC [Appointments, Promotion, and Tenure](#) document, three review panels are formed annually, one for each division of the college, to evaluate promotion and tenure dossiers of ASC faculty and to make recommendations to the dean on the suitability of faculty in ASC for tenure and/or promotion.

8. Ad Hoc Committees.

In addition to the standing committees named above, the dean, divisional deans, and associate deans may establish ad hoc committees as the need arises and may appoint members to such committees as appropriate. These committees will serve in an advisory capacity to the dean, the divisional deans, or the associate deans.

D. THE COLLEGE OF ARTS AND SCIENCES FACULTY SENATE

The Faculty Senate of the College of Arts and Sciences, with authority delegated to it by the faculty of the College of Arts and Sciences (see Faculty Rules [3335-5-26](#), [3335-5-27](#), and [3335-5-28](#)), considers matters of common interest to the faculty.

The composition, function, duties, and responsibilities, and all other matters pertaining to the Senate are described in the [Rules of the Faculty Senate of the College of Arts and Sciences](#). The Steering Committee of the ASC Faculty Senate, in collaboration with the dean, provide leadership for all Senate functions, with the Office of the Dean providing administrative support for all Senate committees. The primary function of the Senate is oversight of the curriculum, as indicated in Faculty Rule [3335-5-27](#). On behalf of the Senate, this function is carried out by the Arts and Sciences Curriculum Committee in collaboration with the dean, with the Office of the Dean providing various types of administrative support.

E. PROCEDURES FOR THE ESTABLISHMENT AND REVIEW OF ACADEMIC CENTERS IN ASC

1. Establishment of College Centers

College academic centers bring together faculty with common interests to facilitate research, teaching, service or a combination of these. All proposed academic centers in ASC must be approved by the dean before being sent to the Office of Academic Affairs for review and approval under University Rule [3335-3-36](#).

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

Proposals being reviewed by ASC must include the following components: (a) a statement of the goals and purposes of the center and how the college and university will benefit from its creation, (b) description of the unique need that the center fulfills vis-à-vis units currently on campus, (c) a list of faculty, staff, or students who will be active in the center and an indication of how each will contribute to the center's success, (d) details concerning the administration of the center including leadership, staffing, advisory groups, and reporting structure, (e) a financial plan that details costs, proposed budget, and revenue sources, and (f) a statement of how the success of the center will be evaluated and measured with specific benchmarks defined. An appropriate committee within the college will review the proposal and will provide the ASC Dean's Council with recommendations for appropriate action.

A director, who shall be appointed by and report to the dean or divisional dean for a four-year term, shall administer an ASC academic center. The director is eligible for reappointment after undergoing formal reappointment review initiated by the divisional dean and conducted in the fourth year of the director's term by the faculty members of the center's 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 Dean's Council will conduct the review using the following information.

- 1) Mission
 - a) Original mission statement.
 - b) Proposal establishing the center.
 - c) Annual reports.
 - d) Description or list of all center activities, events, and initiatives that have contributed to fulfilling the mission and objectives of the center. If current activities differ from those originally envisaged or articulated in the mission statement, explain this evolution.

- 2) Faculty and Student Involvement and Contribution
 - a) List of current faculty and graduate student affiliates or associates.
 - b) List of past faculty and graduate student affiliates or associates.
 - c) List of all faculty publications, lectures, grants, or other activities related to their work with the center, focusing on those that contribute most centrally to the mission of the center.
 - d) List of all student publications, lectures, grants, or other activities related to their work with the center.

- 3) Administrative Structure and Responsibilities
 - a) Description of administrative structure.
 - i) Responsibilities and activities of all administrative staff, indicating their contributions to the mission of the center and its objectives.
 - ii) Indicate the contributions made by the oversight committee to the mission of the center and its objectives.
 - b) Pattern of administration.

- 4) Budget
 - a) Current budget.
 - b) Projected budget for next four years.
 - c) Past budgets since last review.
 - d) Description of the budgetary context for the center, outlining specific information regarding those expenses charged to the university's general funds. Externally generated funds produced by the center should be itemized and linked to the functions and services articulated in the mission statement.

- 5) Evaluative Criteria and Benchmarks
 - a) List of evaluative criteria and benchmarks articulated in the original center proposal, identifying and describing the degree to which the center has met (or failed to meet) its stated evaluative criteria and benchmarks.
 - b) Identify and justify any new evaluative measures and describe the degree to which the center has met these criteria or benchmarks.
 - c) Provide any specific narrative information or data as appropriate and attach as appendices any documentation (letters of recommendation, awards, news releases) that demonstrate how the center has met its criteria or benchmarks.

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

VIII. ARTS AND SCIENCES FACULTY MEETINGS

Meetings of the faculty of the College of Arts and Sciences as a whole will not be held routinely but may be called at the discretion of the dean or upon petition by at least 10% of the faculty of the college. The ASC Secretary will distribute notices of such meetings, as well as meeting agendas, at least one week prior to a meeting. The dean, or his or her designee, shall preside at faculty meetings and compose the agenda. All reports, motions, or amendments of motions to be discussed at a faculty meeting must be made available to all arts and sciences faculty in sufficient time before the meeting at which action is contemplated, and preferably not less than one week before the meeting. Voting rights shall be given only to arts and sciences faculty as defined in University Rule [3335-5-26](#). A meeting quorum shall consist of 10% of the faculty eligible to vote. Only those present shall vote. If fewer than 10% of the members of the faculty are present when a vote is taken, the question shall be submitted to a vote of the faculty by e-mail ballot, which will be taken over a three-day voting period. With the exception of curricular matters, as defined in the [Rules of the Faculty Senate of the College of Arts and Sciences](#), votes are advisory to the dean. Votes will be considered positive if at least half of those voting vote in the affirmative. Special policies pertain to voting on personnel matters, and these are set forth in the college's Appointments, Promotion and Tenure Document. Robert's Rules of Order shall be followed in the conduct of meetings. Minutes of a meeting will be made available not more than one week following a faculty meeting.

From time to time, by university rule a college-wide vote on an issue or policy may be necessary. When a college-wide vote is required on a matter, votes will be conducted via email over a period of one week. An affirmative vote is defined as a simple majority of those members of the faculty who cast a vote.

IX. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD

The faculty of the College of Arts and Science consists of individuals whose appointments and responsibilities vary considerably. Depending on their appointment, college faculty members' responsibilities may include teaching, research, outreach and engagement, and/or service. When a faculty member's contributions decrease in one of the areas in which they contribute, additional activity in one or more of the other areas is expected. Fluctuations in the demands and resources of a TIU and individual circumstances of faculty members may also warrant changes. Initial faculty assignments are described in the initial letter of offer. Assignments and expectations for the upcoming year are addressed and adjusted as part of the annual performance and merit review by the TIU head based on TIU needs as well as faculty productivity and career development.

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

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

A. GUIDELINES ON TEACHING ASSIGNMENTS

Teaching responsibilities in the college are determined at the TIU level according to processes

developed and approved by that unit in consultation with the divisional dean. All tenured, tenure-track, and clinical/teaching/practice faculty are expected to contribute to their unit's teaching, including large enrollment, general education, and specialized courses for undergraduates and graduate students. Average teaching loads for faculty should be compatible with the appropriate benchmarks in peer universities. In order to achieve equitable workloads for all faculty, the teaching responsibilities for an individual faculty member may be adjusted in response to variations in research, service, and other activities. Additional guidelines with respect to faculty teaching are found in the Office of Academic Affairs [Policies and Procedures Handbook](#), Chapter 2, Sections 1.4.3 and 1.4.3.1.

B. SPECIAL ASSIGNMENTS

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). An SA releases a faculty member from some regular duties for a period of up to one full semester so that they may concentrate on a unique research, service or teaching endeavor or invest in a relatively brief professional development opportunity. Written requests for SAs by faculty should be sent to the department chair or school director for endorsement and then forwarded to the divisional dean for approval. Proposals for SAs should indicate the nature of the assignment and the impact the assignment will have on the faculty member and the institution. As part of the department's or school's endorsement, the chair or director must indicate how the unit will accommodate the loss of research, teaching, or service that results from the change in duties.

C. GUIDELINES FOR DETERMINING ASSOCIATED FACULTY FTE EXCEPTIONS TO FACULTY APPOINTMENTS POLICY

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

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

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

- Activities that may warrant additional compensation include the following:
 - Faculty member assigned a course for the first time.
 - Faculty member requested to simultaneously significantly revise and teach a course.
 - Faculty member requested to teach a class that is larger than usual.
- Circumstances that may warrant adjusting FTE:

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

D. MODIFICATION OF DUTIES

[See Appendix A: Guideline on Modification of Duties](#) for information about modifying duties to provide faculty members with flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee’s immediate family member is on covered active duty in a foreign country or call to covered active duty status.

X. COURSE OFFERINGS AND TEACHING SCHEDULES

Chairs and directors at the level of the individual schools, departments, and programs are expected to generally manage the unit’s course offerings and individual faculty teaching schedules. However, the dean and divisional deans are ultimately responsible for course offerings and teaching schedules and assuring that courses needed by students are being offered, class availability is distributed across the day and week, and that minimum class sizes are maintained as required by Faculty Rule [3335-8-16](#).

XI. ALLOCATION OF COLLEGE RESOURCES

The dean makes decisions about the allocation of all resources in close consultation with the ASC Dean’s Council and with recommendations from standing and ad hoc committees as appropriate for the specific activity or initiative, and disburses funds in support of special programs, activities, and initiatives. The divisional deans are responsible for overseeing the use of funds that are allocated to units in their division and will work closely with unit heads to assure that all resources—fiscal, human, and physical (including space)—are allocated in a manner that optimizes department, school, college, and university goals.

The allocation of salary funds is discussed in the [Appointments, Promotion and Tenure Document](#).

XII. LEAVES AND ABSENCES

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and on the Office of Human Resources Policies and Forms [website](#). In general, there are four kinds of leaves and absences taken by faculty (in addition to a parental leave, which is detailed in the [Parental Care Guidebook](#)). As a guideline, no more than 10% of the arts and sciences faculty are expected to be on leave at one time, regardless of the type of leave.

A. DISCRETIONARY ABSENCE

Faculty members are expected to complete a travel request or a [request for absence](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered during semesters on duty. Discretionary absence from duty is not a right and the college retains the authority to disapprove a proposed absence when instruction or other activities are negatively impacted by the leave, as identified by chairs or directors. Under University Faculty Rule [3335-5-08](#), the Office of Academic Affairs must approve any discretionary absence longer than ten continuous business days.

B. ABSENCE FOR MEDICAL REASONS

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence](#) as early as possible. When absences for unexpected medical reasons occur, the faculty member, or someone speaking for the faculty member, should let the chair or director know promptly so that instructional and other commitments can be managed. The chair or director must inform the divisional dean of the unexpected absence. For additional details see OHR [Policy 6.27](#).

C. UNPAID LEAVES OF ABSENCE

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#). The college requires that the divisional dean be informed of the unpaid leave of absence.

D. FACULTY PROFESSIONAL LEAVE (FPL)

Information concerning faculty professional leaves (FPLs) is presented in the OAA [Policy on Faculty Professional Leave](#)). Applications for FPL, which must follow the format determined by the Office of Academic Affairs, must be peer-reviewed in the department or school using procedures detailed in each unit's Pattern of Administration. Following unit-level peer review, the FPL application and unit recommendation is sent to the chair or director for review. Chairs and directors shall review the application and forward only those recommended for approval to the college divisional dean by an established deadline (which is typically in mid-January). The chair's or director's recommendation to the dean regarding the proposed FPL will be based on the quality of the proposal and its potential benefit to the department or school and to the faculty member as well as the ability of the unit to accommodate the leave at the time requested. Each divisional dean will set up a review process for the FPL applications they receive for their division.

E. PARENTAL LEAVE

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

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.

The College of Arts and Sciences adheres to these policies in every respect. Specifically, ASC expects faculty members to carry out the duties associated with their primary appointments with the university at a high level of performance before seeking other income-enhancing opportunities. All activities providing additional compensation must be approved by the department chair or school director and by the divisional dean, regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out expected duties at an acceptable level of performance, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department or school or the college. 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 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.

XV. GRIEVANCE PROCEDURES

It is assumed that any faculty or staff member who has a grievance with the college and its individual units have first discussed that matter with their chair or director, who will review the matter as appropriate and either seek

resolution or explain why resolution is not possible. This section deals with grievances that have proceeded from the unit level to the college level. If the grievance involves the unit head or the unit head is not the appropriate contact for some other reason, the faculty or staff member should bring the matter to the attention of the divisional dean. Complaints concerning the divisional deans should be brought to the attention of the dean. The ASC is supported by the Office of Academic Affairs and the Office of Human Resources with regard to formal grievances, as are other campus units. Human resources personnel in the Office of the Dean can assist in resolving problems and conflicts before they escalate to formal grievance or corrective action. For both faculty and staff, the Office of the Dean provides advice on corrective action, grievance hearings, and informal mediation, and it assists with the interpretation of policies, procedures, and labor contracts that apply.

A. SALARY GRIEVANCES

The College of Arts and Sciences salary appeal procedure is detailed in Appendix B.

B. FACULTY PROMOTION AND TENURE APPEALS

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

C. FACULTY AND STAFF MISCONDUCT

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

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

D. HARASSMENT, DISCRIMINATION, AND SEXUAL MISCONDUCT

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

1. Ohio State's policy and procedures related to affirmative action and equal employment opportunity are set forth in the university's [policy on affirmative action and equal employment opportunity](#).
2. Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the [university's policy on nondiscrimination, harassment, and sexual misconduct](#).

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 department chair or school director, the chair or director will first ascertain whether the students require confidentiality. If confidentiality is not required, the chair or director will investigate the matter as fully and fairly as possible and provide a response to both the student(s) and any affected faculty. If confidentiality is required, the chair or director 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. The divisional dean or the divisional dean's designee will investigate student complaints that are forwarded to the college office with the assistance of the Assistant Dean for Advising and Academic Services. In accordance with University Rule [3335-8-23](#) (B), with respect to grade grievances, the findings of the faculty committee of the department or school are final – the issue is not appealable as it may be for non-grade grievance petitions.

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

G. ACADEMIC MISCONDUCT

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](#).

XVI. APPENDICES

A. APPENDIX A – GUIDELINES ON MODIFICATION OF DUTIES

The college of Arts and Sciences at The Ohio State University strives to be a family-friendly unit in our recruitment, hiring, and retention efforts of high-quality faculty. To this end, the college has developed a modified duty practice for faculty that exists within the framework of the university's leave policies while at the same time provides us with a recruitment advantage.

The university offers a variety of leave options following the birth of a child, adoption, or foster care placement, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active-duty status. A faculty member requesting a modification of duties and the TIU head should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean.

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

However, in some circumstances, a modified workload for a period of time may offer a better solution than the use of leave. These guidelines provide for the use of modified duties in support of faculty and indicate a process by which faculty can request such a modification.

1. Modified Duties: An Overview

Modification of duties requires a full-time work assignment that simply alters the usual mix of a faculty member's work away from less flexible duties towards more flexible ones. For example, a faculty member might be relieved of his or her formal classroom teaching obligations for one semester and be assigned different duties. Substitute duties might include: the preparation of research proposals, papers and course materials; devotion of full-time effort to research or a combination of research and service; development of curricula and/or course materials; supervision of graduate student research; etc. The provision of modification of duties is not leave.

2. Eligibility:

Modified duty will be available from the College of Arts and Sciences to all tenured or tenure-eligible faculty members (i.e., birth, adoptive, or foster-care mothers, fathers, and domestic partners) within 12 months following birth of a child, adoption, or foster care placement. This benefit is also available to tenured or tenure-eligible faculty members to care for an immediate family member who has a serious health condition and those who have a qualifying exigency arising from the fact that the employee's immediate family member is on covered active duty in a foreign country or called to active-duty status.

3. Process:

Eligible faculty will be allowed to take up to one academic semester with modified duties in conjunction with the

university's family leave options, which include paid parental, sick, and unpaid leave. If the modification of duties is combined with the university's leave options, this period of leave and modified duties shall not exceed one academic semester.

During the period of modified duties, the faculty member will have no teaching duties (essentially reducing the teaching responsibilities of the faculty member to 50% for the year) and only those service duties mutually agreed to by the department chair and faculty member and documented in an MOU created by the college office. It is expected that during the period of modified duties, the faculty member will continue to be engaged in activities related to his or her scholarship.

When a proposed period of modified duties prevents a faculty member from carrying out his or her regular teaching and service responsibilities in two consecutive semesters, he or she must reach an agreement with the relevant academic unit that meets the needs of both the faculty member and the academic unit. The agreement will be documented in an MOU created by the college office.

Agreements may include a reduced teaching schedule in one or more semesters, 7-week teaching schedules, team teaching, deferred teaching to another semester additional non-teaching duties, or a combination of paid and unpaid leave. Faculty and their academic units should be creative and flexible in developing solutions that are fair to both the individual while addressing the needs of the university.

B. APPENDIX B – COLLEGE OF ARTS AND SCIENCES FACULTY SALARY APPEALS PROCESS

The College of Arts and Sciences reviews faculty salary appeals in accordance with university policies and procedures as described in the OAA [Policies and Procedures Handbook](#) (Chapter 4: Appeals, Section 2.0: Faculty salary equity appeals process).

Salary Appeals Process

1. The faculty appellant notifies the unit head that she or he wishes to initiate a salary appeal.
2. The unit head provides the appellant with the college protocol (“Appendix B - College of Arts and Sciences Faculty Salary Appeals Process”) and notifies the divisional dean of the appeal. **This step must occur no later than October 31** in order to facilitate completion of the process before salary recommendations are made for the next academic year.
3. Once notified, the divisional dean determines an appropriate comparison cohort. A comparison cohort is selected based on two main criteria: the number of years since the appellant received his or her terminal degree (Ph.D. or MFA) and the number of years of service to the university. The appellant should be in the middle of the cohort with other faculty of the same rank in the unit or division with plus-or-minus x years since the terminal degree or x years of service, as appropriate. The ideal cohort will be symmetrical and composed of 5 or 6 individuals; deviations from this ideal may be necessitated by asymmetrical distributions of faculty in the unit or division. The value of x is established in relation to the size and distribution of faculty members in the appellant's unit or division. If the appellant requests a particular individual to be included in the cohort, the cohort may be enlarged to include that person if that person is not already part of the comparison cohort. In such a case, the value of x is increased symmetrically to include the specified individual, as well as others who fall within the range of the new x. Current and former unit heads are excluded, as are others who have had salary adjustments outside the merit system.
4. The divisional dean confirms the comparison cohort with the unit head. Once the divisional dean and the unit head agree, the appellant is notified of the names and current salaries of the comparison cohort.
5. At this point, the appellant takes over the process. The appellant will need the CVs and the teaching records for the past five years for all members of the cohort. The unit head will assist with providing CVs and teaching records within the unit and the divisional dean will assist with securing information from additional units as needed. The appellant has until **February 1** (when the AMCP process begins) to compile the **required tables and statement** for the appeal.

Data for the cohort in the areas of scholarship or creative activity, teaching, and service should be presented in a **spreadsheet format (side-by-side columns)** for easy comparison across the cohort within specific categories. In each table, the appellant should be identified by name, but other members of the cohort should be identified only by a number (e.g., faculty #1, faculty #2).

Relevant data on **scholarship/creative activity** should be presented for all years since the terminal degree, and the standard major categories from the Promotion and Tenure dossier should be used, e.g.,

authored books, edited books, refereed journal articles, book chapters. To the extent possible, comparative data on rates of citation should also be presented, excluding self-citations.

Relevant data on **teaching** should be presented for the past five years at The Ohio State University, and the standard major categories from the Promotion and Tenure dossier should be used, e.g., numbers of lower division, upper division, and graduate courses taught; number of doctoral dissertations advised (or, if the MFA is the terminal degree in the field, number of MFA theses advised); and number of Ph.D. and MA committees on which the faculty member has served. Reductions in teaching loads for those individuals holding administrative or research appointments should be noted, and individuals who have not served at The Ohio State University for at least five years should be excluded from this section of the comparative analysis.

Similarly, relevant data on **service** should be presented for the past five years at The Ohio State University, and the standard major categories from the Promotion and Tenure dossier should be used, e.g., unit committee assignments, unit administrative assignments, university committee assignments, major service to professional organizations. Individuals who have not been Ohio State faculty for at least five years should be excluded from this section of the analysis, except that data on service to the profession may be included.

Based on the data, the appellant writes a brief **statement** summarizing the research/creative activity, teaching, and service comparisons, highlighting the appellant's standing in relation to the cohort. The appellant ends the statement with his or her requested salary adjustment, based on his or her place within the cohort.

6. The appellant forwards the required comparative data and summary statement to the unit head for review. The unit head may request additional information, if needed. Based on his or her review, the unit head determines whether or not the appellant's salary is commensurate with his or her performance when compared with the cohort. If the unit head finds that the appellant's salary is incommensurate with performance, the unit head recommends a salary adjustment. The unit head may accept or amend the appellant's request. The unit head communicates his or her recommendation to both the appellant and the divisional dean. The unit head presents a brief supporting statement, placing the appellant along the cohort's salary continuum, based on performance. In general, it is expected that approved salary adjustments will be funded 50% by the college and 50% by the unit. The unit's portion will be taken from its annual merit compensation pool and may spread over multiple years.
7. The appellant and the divisional dean review the recommendation of the unit head. The divisional dean may request additional data and analysis if he or she determines that the evidence supporting the recommendation is insufficient. If the appellant and the divisional dean both concur with the recommendation of the unit head, the procedures specified in the university appeals process are followed. **If either the appellant or the divisional dean disagrees with the recommendation of the unit head, the appeal is sent to the College's Faculty Salary Appeals Committee.**
8. The Faculty Salary Appeals Committee is a standing committee of ASC faculty appointed by the dean from a list of nominees provided by the divisional deans. A committee member may not serve on the committee for a particular appeal if he or she is part of an appellant's unit, or if a personal or professional relationship with the appellant makes unbiased evaluation impossible.

Committee responsibilities are specified in the university appeals process. The dean may accept, amend, or reject the committee's recommendation. If the dean determines that a salary adjustment shall be made, the dean determines the amount and the timing of the increase. The dean presents his or her determination to the appellant in writing, along with the committee's brief report. The determination of the dean is final. Conditions allowing for further appeal to the provost are outlined in the university appeals process.