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**PATTERN OF ADMINISTRATION
FOR THE
DEPARTMENT OF BIOMEDICAL ENGINEERING**

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I. INTRODUCTION

The Pattern of Administration (PoA) described here for the Department of Biomedical Engineering (BME), supplements the rules of the University and such other regulations to which the department is subject.

This PoA is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time subject to approval by the College of Engineering (CoE) and the Office of Academic Affairs (OAA).

II. MULTIDISCIPLINARY NATURE OF THE DEPARTMENT

Although BME is an academic unit within the College of Engineering, and although the CoE predominantly deals with academic and professional issues of engineering, BME represents a multidisciplinary professional field which includes aspects of other professions (such as the health sciences, including but not limited to medicine, dentistry, and veterinary medicine) and other scientific fields such as biology, physics, chemistry, and mathematics, to name a few that are relevant at this time. This PoA, therefore, addresses special multidisciplinary concerns of administration that are absent in most other departmental PoAs.

III. DEPARTMENT MISSION AND VISION

Mission:

Our mission is to promote learning and discovery that integrates engineering and life sciences for the advancement of human health

Vision:

The Department of Biomedical Engineering at The Ohio State University will be nationally ranked and internationally recognized for:

- The distinctive educational opportunities for its students and the outstanding achievements of its alumni
- Faculty and staff excellence and opportunities for continuing professional development
- Collaborative research with global impact on improving human health
- Service to the field of biomedical engineering and the community

IV. FACULTY

Faculty members in Biomedical Engineering include Assistant Professors, Associate Professors, and Professors, in regular tenure, regular clinical, and research tracks, and adjunct positions. All regular, tenured, and tenure-track faculty members with BME as their TIU shall comprise the departmental faculty. Faculty members must have at least a partial, salaried appointment of 50% or more (with or without tenure) in the Department of Biomedical Engineering to be considered as regular departmental faculty. In addition, during the conversion of the Center to the Department in 2005, five senior faculty members chose to be grandfathered in as departmental faculty although they maintain their TIU unit in another department and/or have a salary appointment of less than 50%.

Faculty members that have split appointments with less than 50% salary in BME are called joint faculty (except for the five founding members, noted above).

Faculty members classified as departmental (regular, clinical and research) and including those with joint appointments will be invited to regular faculty meetings, with voting rights restricted to departmental (regular, clinical, and research) faculty. In accordance with Faculty Rule 3335-7-04(a) clinical faculty may participate with voting rights in matters of governance and committee service at the department and college level, but may not participate or vote on promotion or tenure matters of regular tenure track faculty. In accordance with Faculty Rule 3335-7-37, research faculty have the same voting privileges as do clinical faculty, with the exception that they may not participate or vote on promotion or tenure matters of regular tenure track faculty nor on clinical track faculty.

At the time of appointment to the regular ranks of departmental faculty, and for the duration of their permanence therein, the Biomedical Engineering Graduate Studies Committee (GSC) will automatically make appropriate graduate faculty status recommendations to the Graduate School for new departmental faculty members following the policies of the Graduate School, III.3.4:

“The Graduate Studies Committee appoints Category M Graduate Faculty members and notifies the Graduate School of its actions. The Graduate Studies Committee submits nominations for Category P membership on the Graduate Faculty to the Policy and Standards Committee of the Council on Research and Graduate Studies and certifies by appropriate documentation that those nominated meet published university-wide criteria. Graduate programs may establish additional local criteria. The Policy and Standards Committee acts on the nomination. The Dean of the Graduate School makes the final appointment.”

Adjunct and clinical BME faculty may apply for graduate faculty status in BME, as may be done by regular faculty in other departments of The Ohio State University.

Approval of an application for graduate faculty status will be voted upon by the BME Graduate Studies Committee (GSC), with approval requiring a 75% majority.

At least once per year, all BME faculty members, including those with departmental, joint, and graduate school appointments, will be invited to a combined BME faculty meeting.

V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

BME presently has staff members to provide fiscal and human resources functions with appropriate segregation of duties and internal controls. The fiscal and human resource manager (lead Administrative Manager) reports to the Chairperson directly and through the Chair to the faculty. Current BME staff is further comprised of an academic graduate program assistant, a fiscal/HR assistant, a secretarial assistant, and a computer specialist. (All support staff report to the lead Administrative Manager for all administrative matters). The computer manager reports directly to the chair on technical and scientific matters. The academic graduate program assistant will report all academic matters to the Chair of the Graduate Studies Committee. Pending approval of the undergraduate major in BME, additional staff members will be sought: an academic undergraduate program assistant will report to the Chair of the Undergraduate Studies Committee, and a technical staff member, with duties focused on teaching labs, will report to the Department Chair.

VI. OVERVIEW: DEPARTMENTAL ADMINISTRATION & DECISION-MAKING

Policy and program decisions are made in a number of ways: by the department faculty as a whole, by standing or special committees of the department, or by the Chair. The nature and importance of any individual matter determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance. In matters not achieving consensus, the chair has the responsibility to make a final decision on the department's behalf.

VII. DEPARTMENT ADMINISTRATION

A. CHAIR AND ASSOCIATE CHAIR

The Chair is the department head and is appointed by the Dean of the CoE for a 4-year, renewable term. The Chair is charged with developing and/or reviewing yearly, and in consultation with the faculty, a Pattern of Administration (PoA) document, which will be made available to all present and prospective members of the faculty and staff. A copy of the PoA will be deposited in the office of the Dean of Engineering, and an additional copy will be provided to the Executive Vice President And Provost. The PoA will comply with Board of Trustees Rule 3335-3-35.

The Chair will preside at regularly scheduled, faculty meetings. The Chair will consult with faculty members as a whole on all policy matters. Such consideration will, whenever practicable, be undertaken at regular meetings of the faculty as a whole.

The Chair recognizes the presumption favoring majority faculty rule on all matters covered by the PoA. Whenever majority rule is not followed, the chair will explain the reasons for the departure to enhance communication, and to facilitate constructive understanding within the Department. This explanation will outline the majority decision, the decision of the Chair, and the reasons the decisions differ. The explanation shall be communicated in writing, and where possible, at faculty meetings, with an opportunity provided for faculty to comment.

The faculty shall participate in the initiation, review, and selection of new faculty members for appointment by the Chair and Dean. Faculty participation will be assured by the involvement of the faculty search committee. Faculty duties and responsibilities in instruction, scholarship, and service will be assigned by the Chair in consultation with the faculty whenever possible.

An Associate Chair may be appointed by the Chair upon consultation with the departmental faculty and approval by the Dean. The associate chair person must be a departmental faculty member and may have a specific assignment such as supervision of curricula and teaching schedules. The associate chair person will be authorized to make emergency decisions and have signature authority in the absence of the Chair.

B. Administrative Manager

Assisting the Chair is the Administrative Manager, who oversees the fiscal, human resources, and the non-academic operations of the department and is funded by departmental resources. The

Administrative Manager reports directly to the Chair, but provides administrative service to all departmental personnel. The Administrative Manager is the supervisor of records for all BME office faculty and staff.

VIII. COMMITTEES

BME comprises the following standing faculty committees, with the respective description and assigned tasks. The Department Chair will appoint the Committee Chairs to lead the departmental committees. Each Committee Chair will preside over regularly scheduled meetings. The Committee Chairs also will ensure minutes of all committee meetings are kept, subject to approval by the appropriate committees. Committee Chairs will see to it that documentation regarding all administrative decisions is carefully maintained and housed in a central location for faculty review. Committee members are appointed by the Department Chair, in consultation with the committee, at the start of each academic year, generally for 3-year terms. The intent is to stagger committee membership so that committee continuity can be maintained.

All committees are intended to appropriately reflect the spectrum of faculty status within BME in terms of seniority, rank, and membership in the regular, clinical, research, joint, auxiliary, or graduate faculty.

As the Department completes the transition from a Center to a Department, the committees listed below (with the exception of the Appointment, Promotion and Tenure Committee and the Search Committee) will develop a brief charter document, including mission, membership, charge, and calendar of duties, that will be presented to the Department for discussion and approval prior to the end of the Autumn 2007 quarter. The charters will then be included as appendices of the Patterns of Administration document.

The minimal descriptions, below, will serve as the basis for the committee charge until the charters are approved by the department:

- ***Appointment, Promotion and Tenure Committee (P&TC)***. This committee and its function is described in detail in a separate departmental Appointments, Promotion and Tenure document.
- ***Graduate Studies Committee (GSC)***. Committee appointments are made by the Department Chair, following recommendations from the GSC committee. The GSC recommends graduate faculty status for approval by the Graduate School, develops and implements protocols for graduate student selection and recommendation for admission, selects fellowship candidates and prepares their nominations, monitors the progress of graduate students, assigns new students to faculty mentors, hears and decides on all student petitions concerning graduate education, recommends strategies for improvement of the graduate curriculum and overall graduate experience in BME.
- ***Undergraduate Studies Committee (USC)***. Committee appointments are made by the Department Chair, following recommendations from the USC committee. This committee will mirror the structure and function of the GSC. The USC will recommend strategies for improving the BME undergraduate major and minor, in terms of curricular issues, and the overall undergraduate experience in BME. The USC further selects candidates for fellowship and scholarships, and prepares the

relevant nomination materials. The USC develops and implements optimal strategies for use of the Kettering Foundation and other internal BME funds in support of undergraduate education, including making recommendations for scholarship awardees to the Chair.

- ***Curriculum Subcommittee (Csc)***: Subcommittee appointments are made by the Department Chair, following recommendations from the Csc committee. The committee is Chaired by the BME representative to the College Committee on Academic Affairs (who must be a member of either the GSC or USC). The curriculum subcommittee is a subset of members from the GSC and USC committees. The committee will review course concurrence requests from other departments, as well as coordinate recommendations for additions and deletions from the undergraduate and graduate course offerings.
- ***Space and Facilities Committee (SFC)***: Committee appointments are made by the Department Chair, following recommendations from the SFC committee. The SFC committee initiates and coordinates recommendations for policies governing the use of space in the Department, and the addition and improvement of space and facilities in the Department. The committee consists of no less than three departmental faculty members.
- ***Computer Services Committee (CSC)***. Committee appointments are made by the Department Chair, following recommendations from the CSC committee. This committee makes recommendations to the Chair on hardware and software purchases for educational objectives, and on the associated access and maintenance issues.
- ***Diversity Affairs Committee (DAC)***. Committee appointments are made by the Department Chair, following recommendations from the DAC committee. This committee addresses issues of concern to minority representation, participation, and successes for students, staff, and faculty in BME.
- ***Faculty Search Committee (FSC)***: A unique Faculty Search Committee is appointed to work with the Department Chair for each faculty opening. In consultation with the faculty, the committee membership will be chosen by the Department Chair to represent diverse interests of the faculty as well as to specifically include expertise relevant to the position's focus. The search committee works with the Chair and the committee's primary functions are to serve as:
 - (1) an advertising committee to help identify and personally solicit applications;
 - (2) a screening committee to identify the most promising candidates for further consideration;
 - (3) a hosting committee to ensure that visiting candidates are well informed and attended to, and that the candidate meets with non-BME faculty members at OSU, if relevant;
 - (4) an advocacy committee to ensure that diverse candidates from under-represented groups receive full consideration.

A specific template for the process is described in Appendix A.

- ***Ad-Hoc committees*** may be formed at the discretion of the Chair, following faculty recommendations, and in all cases in consultation with the BME faculty.

A. REGULAR FACULTY MEETINGS

Faculty meetings are held no less than once per month, and are managed in accordance with prevailing parliamentary protocols (Roberts Rules). The Chair ensures that minutes be recorded, reviewed, and approved in an appropriate fashion, and that the agenda for each meeting be reflective of the faculty priorities and issues of interest.

As noted in Section IV, above, faculty members classified as departmental (regular, clinical and research) and including those with joint appointments will be invited to regular faculty meetings, with voting rights restricted to departmental (regular, clinical, and research) faculty. In accordance with Faculty Rule 3335-7-04(a) clinical faculty may participate with voting rights in matters of governance and committee service at the department and college level, but may not participate or vote on promotion or tenure matters of regular tenure track faculty. In accordance with Faculty Rule 3335-7-37, research faculty have the same voting privileges as do clinical faculty, with the exception that they may not participate or vote on promotion or tenure matters of regular tenure track faculty nor on clinical track faculty.

Faculty meeting schedules are set by the Chair, in a manner that will minimize scheduling conflicts with BME classes. The Chair will circulate proposed agendas no less than 24 hours ahead of each meeting, with a request for faculty input for additional agenda items. Under ordinary circumstances, time will be left at the end of all faculty meetings to discuss novel agenda items. All efforts will be made by the Chair to ensure that all issues of interest to the faculty will be discussed at faculty meetings in a timely fashion, possibly by calling for additional or extended meetings, if necessary. Motions will be approved by a simple majority of the voters, with the quorum being a simple majority of faculty having voting rights.

B. SPECIAL FACULTY MEETINGS

Special faculty meeting, or retreats, may be scheduled to focus on specific tasks. As an example, Course Roundups are being planned to begin at the end of Fall 2007.

Course Roundup:

Immediately following the conclusion of each academic quarter, a special day-long “course roundup” faculty retreat will be held. The purpose is to discuss the quarter’s courses and the curriculum in the spirit of continuous improvement.

A short summary report from the roundup, including the course and the curriculum CQI tables, will be distributed following the meeting, and records retained until after the next ABET visit.

IX. POLICY ON FACULTY DUTIES AND RESPONSIBILITIES

All faculty members are expected to maintain a balance amongst instructional duties, scholarly research, and service to the University and the community at large. Different combinations of these essential elements will typically be optimal for different faculty’s professional effectiveness. However, it is expected that all faculty meet the minimum criteria described below. It is also recognized that, in view of the multidisciplinary nature of the BME Department, faculty members may have very differing backgrounds and areas of expertise. All efforts will be

made to tailor the duties and responsibilities in order to best fit the talents and interests of the faculty, noting that each faculty member is expected to work at capacity to advance the mission of the department.

BME departmental faculty duties include teaching, research, service, and other scholarly activities, with the expectation that the majority of a faculty member's time be balanced between research and teaching. Balancing these duties, responsibilities, and future expectations will be discussed as a part of the meetings for the annual review of faculty members. Note that prior to the annual review meeting, each faculty member prepares documentation of recent professional activities, as described in the department's AP&T document, that includes the SEI (Student Evaluation of Instruction) results and associated written comments, as well as documentation describing activity and accomplishment in the areas of scholarship and service.

Disclaimer: Note that the following expectations for faculty workloads are aimed at the faculty activities that enable the department to carry out its mission and balance the workload for faculty members. They are not intended as a guide for measuring individual accomplishment towards tenure. Those expectations are described in the department's AP&T documents.

Once the department's proposed undergraduate program begins and the department has reached a near steady-state for course offerings, the specific expectations about the nominal capacity for **funded tenured faculty** members are:

- **Teaching:** Broadly defined to include the imparting of knowledge to and the education of people, and is a key element of the Mission and Vision statements for the Department of Biomedical Engineering. Teaching activities include undergraduate, graduate, and professional courses taught; involvement in graduate exams, theses, and dissertations; extension and continuing education; curriculum development; evaluation and direction of student scholarship; academic advising; publishing on education in the candidate's field; advising of student group and organizations; participation in student affairs programs and student services.
 - Teach 3 courses (e.g., a 3 or 4-credit lecture course) during the 9-month academic year (3 quarters), with a mix of undergraduate and graduate courses
 - Provide projects, support, and mentoring for two or more graduate students (preferably BME students)

Teaching activities should represent approximately 45% of a tenured faculty member's effort during the academic year.

- **Scholarship:** Broadly defined to include the possession, application, and advancement of a body of knowledge gained through research, study, and learning, and is also a key element of the Mission and Vision statements for the Department of Biomedical Engineering. Scholarly activities include: writing scholarly works such as books and monographs, edited books, chapters in edited books, bulletins and technical reports, peer reviewed journal articles, editor reviewed journal articles, reviews and abstracts, papers in proceedings; presenting lectures at universities, symposia, and conferences; submitting proposals, conducting and directing original research or other creative activities; editing

collections of research works; submitting patents; developing software; developing and presenting creative works to juried competitions and exhibits; designing and/or supervising the constructions of a creative product (e.g., new building, alloy, machine, device, or software).

Expected levels of research activity over a *rolling 4-year period* for tenured faculty include a minimum of:

- 8 peer-reviewed journal publications
- extramural funding that supports at least 15% AY release time
- extramural funding that supports at least two graduate students per year
- graduation of 2 doctoral students.

Scholarship activities should represent approximately 45% of a tenured faculty member's effort during the academic year noting that even in the case of 15% release time funding, the majority of the AY time for scholarship (30%) is underwritten by the department.

- **Service:** Broadly defined to include administrative service to the University, professional service to the faculty member's discipline, and the provision of professional expertise to entities outside the University. The Vision statement for the Department of Biomedical Engineering states that it will be nationally ranked and internationally recognized not only for collaborative research with global impact on improving human health but also for service to the field of biomedical engineering and the community. Evidence of administrative service to the University can include: appointment or election to departmental, College, and/or University committees; administrative positions held; affirmative action and mentoring activities. Evidence of professional service to the faculty member's discipline can include: editorship or service as a reviewer for journals; offices held and other service to professional societies; and organization of and service to conferences and symposia. Evidence of the provision of professional expertise to public and private entities beyond the University includes: reviewer of proposals; external examiner; service on panels and commissions; professional consultation to industry, government, and education.

Faculty are urged to take a major role in the decision-making process whenever possible in their college and university committee assignments. Active participation in professional societies enhances visibility amongst one's colleagues.

- Actively participate in activities of the department, college, university, and the field
- National service such as: an officer or committee member of a professional society; member of an extramural agencies review committee; member of editorial board of professional journal

Service activities should represent approximately 10% of a tenured faculty member's effort during the academic year.

For **new faculty** (untenured) who are ramping to capacity in research and teaching, the expectation is for:

- Teaching: 1 or 2 courses during the first year, 2 during each of their 2nd and 3rd years, and the normal load during the 4th year and subsequently. They will also be expected to mentor BME graduate students.
- Scholarship: new faculty should be aggressively involved in preparation of grant proposals for extramural funding and manuscript submissions.
- Service: Participate in service activities; limited at first and increasing toward the goal of departmental, college, university, and national contributions by the time of tenure review.

Starting faculty must balance responsibilities and accomplishments such that they will meet or surpass expectations for funded tenured faculty members (see above) by the time they are considered for tenure.

Unfunded faculty members who have been at OSU for more than 3 years and who are not meeting the scholarship expectations should aggressively seek to build their record of accomplishment by submitting at least: 3 manuscripts for peer review and at least 3 grant proposals (that could support students and salary at the levels expected) per year. If the department's subsidy for AY time devoted to scholarship exceeds 30% for the year, responsibility for teaching an additional course would be added. For these *established faculty* members (at OSU for more than 3 years) who are not funded and who are not submitting grant proposals of the appropriate size or rate, the teaching expectation would be up to six courses during the academic year.

Faculty members that are **generating more than 15%** of their academic salary, may choose to request to reduce their teaching load* and/or to use the additional salary funds for their professional development**:

- Teaching expectations can be reduced by 1 course for each additional 15% increment of academic year salary.
- Funds for professional development will be divided with the department and the investigator: one part to the department and two parts to the investigator (33% and 66%). These options may be requested in combination. For example, if a faculty member is generating 50% of their academic year salary (35% beyond what is expected), three potential choices for the 35% AY-salary would be:
 1. Reduce teaching load by 1 course (15%AY), split remaining funds with the department: 6.6% AY to department, 13.3% AY for professional development
 2. Reduce teaching load by 2 courses (30%), split remaining funds with the department: 1.6% AY to department, 3.3 AY for professional development
 3. Split all funds with the department: 11.5% AY to department, 23.5% AY for professional development

Important Notes:

- For faculty members with a part-time appointment, the normal workload and minimum teaching requirement are proportioned by the percentage of their BME appointment. (Currently, BME includes some faculty members with appointment percentages that do not follow percentages of salary sources, so an understanding of expectations will be clarified during the annual reviews.)

- Teaching at least 1 course during the academic year will be expected, even for faculty members generating most of their academic year salary from extramural sources.
- For established faculty with major administrative responsibilities, the teaching load will be adjusted.
- For faculty who carry more than the normal workload in any given academic year may negotiate with the Chair to carry forward “earned” release time to count towards their workload in the following year(s). Likewise those who do not carry a normal workload will be expected to carry a “make-up” overload in the following year(s).

Footnotes:

* Teaching load reductions will be granted only in cases where the undergraduate and graduate curricula will not have substantial negative impact (e.g., required courses must still be offered).

** Professional Development Funds: Are to be used to further the academic careers of individual faculty members. Funds may be used, for example, to purchase software, books, subscriptions, professional society dues, short course fees, travel to professional meetings, support of student travel, small equipment, etc. *Caveat:* rules for generation of these funds may change as the College and Department budget policies change.

The above policy does not constitute a contractual obligation. Fluctuations in demands and resources in the Department (College, University) and the individual circumstances of faculty members may warrant temporary deviations from the policy as discussed with and approved by the Chair.

X. COURSE OFFERINGS AND TEACHING SCHEDULES

The process of assignment of teaching responsibilities involves three steps. The first is the determination of the expected teaching load for each faculty member, for any given year. This is the responsibility of the Chair, in consultation with the individual faculty, and in compliance with the guidelines reported in section IX above.

Secondly, in consultation with the faculty, and no later than the end of the Spring Quarter of each academic year, the chair compiles the list of classes that must be offered in the following year, in order to warrant timely progress of BME’s graduate and undergraduate students towards their degree objectives. This list is based on the input provided by the GSC and USC, respectively. Again, in consultation with the faculty, and in compliance with the specifications of section IX above, the Chair assigns the teaching responsibilities for these courses.

Thirdly, all faculty that have an expected teaching load that exceeds the teaching load generated through step 2, will be consulted for their preference on which classes they wish to teach. This will be the basis for the final assignment of teaching responsibilities for the year.

In general, faculty will be expected to carry a balanced classroom teaching load, comprising basic and advanced undergraduate courses, as well as graduate class offerings. Courses that carry an enrollment below the minimum required of (8) per undergraduate course, and (5) per

graduate course, require approval of the Chair in order to be counted against the individual faculty's expected teaching load. Auditors do not count against the minima.

XI. ALLOCATION OF DEPARTMENT RESOURCES

The Chair will consult the faculty at a faculty meeting at least once per year on the issue of department resource allocation. On these occasions, special ad-hoc committees may be formed to review the utilization of resources, and to recommend changes when appropriate. These resources include laboratory and office space, travel, and seed funds when available.

The overarching principles governing the management of space are that:

- Normally, all laboratory and student space is considered shared. This principle reflects the desire not to duplicate facilities and equipment unnecessarily, and the recognition that an environment where space and facilities are shared frequently leads to the interdisciplinary breakthroughs that often characterize true excellence in academe in general, and in biomedical engineering in particular.
- Graduate student offices are considered shared in the sense that, while all students have their own space and desks, no single faculty is assigned control over entire offices. Rather, students are free to aggregate any way they prefer.
- All efforts will be made to involve undergraduate students in research as early as possible. Consistent with this, undergraduate researchers will also be provided with desk space whenever possible, managed per the criteria set forth for graduate researchers.
- Obviously, there are special equipment and laboratory functions that require independent and isolated settings under the control of a single faculty member. Whenever such circumstances arise, opportune arrangements will be made, at the discretion of the Chair.
- Individual faculty research space, whenever justified, is assigned on a competitive basis, with the assignment of space being linked to funding state and prospects of the proposed projects and activities to be discharged in said space.
- Whenever new faculty office space becomes available, it will be offered sequentially to interested departmental faculty, in an order reflective of ranks, and seniority within the rank.

XII. LEAVES AND ABSENCES

A. Absence from Duty

Absence of any faculty member from ordinary service in the University, for any causes other than sickness, must be with the knowledge and approval of the Chair and of the Dean of the College and, if for longer than ten days, with the approval of the provost. Sick leave is granted on approval of the appropriate administrative official when notification is given as soon as practicable, presumably on the first day of absence.

Faculty and staff members are required to fill a Leave Form when they will be absent from the University. Such forms will be submitted to the departmental office prior to leaving and must be signed by the Department Chair or Acting Chair.

B. Leave of Absence Including Family and Medical Leave

An unpaid leave of absence may be requested by faculty and staff for a variety of reasons. Professional reasons include the opportunity for faculty to take a temporary paid position outside

the University that will enhance professional development. Personal reasons may include family difficulties or other matters that prevent a faculty or staff member from carrying out duties for a relatively short period of time or illness that continues after a faculty or staff member has used all paid sick leave. Paid sick leave must always be used before a leave of absence is granted for illness.

Leaves of absence require approval of the Department Chair, Dean, and Provost/Office of Human Resources. Approval is necessarily based on the reasonableness of the request and, in the case of leaves for professional purposes, the potential value of the proposed leave to the Department. A leave of absence is not granted for more than one year at a time and leaves may not exceed two consecutive years for faculty. Leaves of absence will not be granted to individuals who are leaving to accept new positions, except in extraordinary circumstances.

C. Family Medical Leave

The Department supports a work environment that offers solutions to the complex issues individuals face in balancing their work and family commitments. Family Medical Leave (FML) provides eligible faculty and staff members up to 12 work weeks (480 hours) of leave during any 12-month period for one or more of the following reasons: 1) to care for a child during the first year following birth, adoption or foster care placement; 2) to care for a family member who has a serious health condition; 3) to take care of a serious personal health condition that prevents an employee from performing his or her job. Such leave may be paid or unpaid as appropriate under University policy guidelines and eligibility requirements established in the document, OSU Office of Human Resources Policy and Procedure Manual for Family and Medical Leave. A request for FML is subject to the approval of the Chair who will base his/her decision on compliance with the provisions of this policy.

D. Unpaid Leaves of Absence

(see http://oaa.osu.edu/handbook/ix_loa.html
and http://oaa.osu.edu/handbook/ix_loaentrepren.html)

A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the dean, Office of Academic Affairs, and Board of Trustees.

E. Special Research Assignments

(see http://oaa.osu.edu/handbook/ix_sra.html)

SRAs are normally one quarter in length and are designed to provide a faculty member time away from classroom teaching and some other responsibilities in order to concentrate effort on research. SRAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SRAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a quarter in duration but more than a week or two provided classroom teaching is not disrupted.

Note that SRAs will be judged on a competitive basis within the Department of Biomedical Engineering and will not be granted unless the faculty member can be released from most duties and that sufficient faculty are on duty at all times to meet obligations to students and other constituencies, and to conduct regular business.

Faculty members who desire an SRA should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the SRA is appropriate. The chair will normally announce decisions regarding SRAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

F. Faculty Professional Leave

(see http://oaa.osu.edu/handbook/ix_fpl.html)

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Research Assignment and may be one, two or three quarters in length for 9-month faculty and one, two, three, or four quarters in length for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave.

Faculty members who desire an FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the end of Autumn Quarter of the preceding year, except when the development of an unexpected opportunity precludes such timing.

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

XIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

Consulting is participation by faculty members of the Ohio State University in activities of government, industry, and other private institutions, which generally serve the academic interests of the University. The following activities are NOT subject to this policy's guidelines and reporting requirements:

- 1) Professional activities that reflect normal and expected public service activities of faculty and that do not entail compensation beyond reimbursement for expenses and/or a normal honorarium. These activities include service to governmental agencies and boards such as peer review panels and advisory bodies to other universities; presentations to either professional or public audiences in such forums as professional societies,

libraries, and other universities; and peer review activities undertaken for either for-profit or nonprofit publishers.

2) Health care activities that are explicitly covered by approved practice plans.

Faculty members may engage in paid external consulting to the extent that these activities are clearly related to the mission of the University and the expertise of the faculty member, provide direct or indirect benefits to the University, and do not entail a conflict of commitment or conflict of interest.

As a general rule, a faculty member's professional effort devoted to consulting should not exceed one business day per week. Faculty members should avoid any conflict between consulting and University responsibilities. In particular, the disruption of formal instructional activities because of consulting must be avoided. Consulting during off-duty quarters is not subject to time limitations.

Under Ohio law, the University owns any intellectual property that is a "product of the University research" as defined in Section B of the Policy on Patents and Copyrights. The external consulting policy applies to faculty members from the initial date of employment, including during off-duty quarters, until the date of resignation. When consulting, faculty members must not assign to other entities the rights to a product of University research. Before signing a consulting agreement that requires assignment of intellectual property rights, a faculty member should contact the Office of Technology Transfer to determine the applicability of the Policy on Patents and Copyrights.

Faculty may not, in connection with paid external consulting, use the University name, or the fact that they are affiliated with the University, in the manner which:

- 1) Suggests that the University approves or disapproves of a product or service provided by a profit, non-profit, or governmental entity, or,
- 2) Suggests that the University has performed research or issued research findings when it has not done so, or misleadingly states the results of University research, or,
- 3) May be interpreted to communicate the official position of the University on any issue of public interest.

Faculty may not use University letterhead in connection with paid external consulting, nor may they use University facilities, and other resources to support consulting unless permission is obtained from the Department Chair, and the University appropriately compensated.

Faculty may not use University Institutional Review Boards, e.g., the Human Subjects Review Board, for research conducted as part of a consulting arrangement.

The University's policies with respect to supplemental compensation and external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook:

http://oaa.osu.edu/handbook/iii_facextracomp.html
and <http://oaa.osu.edu/handbook/paidexternal.html>.

The Department of Biomedical Engineering adheres to these policies in every respect. In particular, this department expects faculty members to carry out the duties associated with their primary appointment with the University at a high level of competence before seeking other income-enhancing opportunities.

All activities providing supplemental compensation must be approved by the department chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is University policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

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

XIV. FINANCIAL CONFLICTS OF INTEREST

The University's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook:
(see <http://oaa.osu.edu/handbook/coipolicy.html>.)

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 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.

XV. GRIEVANCE PROCEDURES

Appeals, grievances, and misconduct can involve a wide range of issues. Several common types will be discussed here. The Chair or his/her designee will be responsible for implementation of faculty, staff, and student appeals and grievance procedures. When presented with a grievance, the Chair will consult with the Dean of the College and with appropriate University personnel knowledgeable in handling grievances (i.e., relevant vice Provost, representative of the Offices of Employee Relations or Legal Affairs) if there is any question regarding proper process or if the grievance includes complex issues. It is hoped that early consultation might prevent further complication of the issues.

In handling any type of grievance, appeal, or misconduct, the Chair of the Department or his/her designee will communicate to others as appropriate, that retaliation of any form against a person who files a grievance is illegal and will not be tolerated.

A. Student Complaints about Faculty in an Education Setting

If a complaint is made by a student against a Departmental faculty member, the Department Chair or designated member of the USG or the GSC will discuss the complaint with that person. If, after talking with both the complaining student(s) and the Professor, the Chair or designee believes that the complaint has no merit, an explanation will be provided to the student(s). If the Chair or designee determines that the complaint has merit, he/she will work with the faculty member to resolve the matter. A report of the complaint, the finding, and the resolution, if relevant, will be prepared and a copy given to the faculty member and placed in his or her personnel file. If the complaint was found to have merit, the record may be important if there are future complaints. Some complaints, of course, cannot be resolved. Nonetheless, the Chair will keep a record of such complaints in order to determine whether a pattern develops. Students whose complaints remain unresolved will be encouraged to initiate further discussion with the department chair. Those dissatisfied with the chair's decision will be informed of their right to take grievances to the Graduate School.

B. Staff Grievances

Staff may present their grievances about working conditions, treatment by others, or other problems which would warrant remedial actions. The Chair or his/her designee will investigate the situation to determine the validity of the grievance and will follow up as appropriate. When the problem takes the form of on-going conflict between individuals who must necessarily work together or be in close proximity, it may be appropriate to seek mediation and /or establish ground rules for interaction between the parties. It may be appropriate in some cases for the Chair to consult with the Office of Employee Relations for advice in addressing the staff grievance. Staff whose grievances remain unresolved will be encouraged to initiate further discussion with the department chair. Those dissatisfied with the chair's decision will be informed of their right to take grievances to the Office of Human Resources.

C. Grievance Alleging Discrimination

Problems of this nature should be brought directly to the attention of the Department Chair. The Department Chair will initially discuss all such grievances with a staff member of the Office of Employee Relations for advice on proper handling.

D. Procedures for Handling Acts of Misconduct

Misconduct includes violations of University rules and policies, violation of laws, and behavior that any reasonable person would judge to be unacceptable whether articulated or not in a specific policy or law.

Any allegation of misconduct on the part of faculty, staff, or students, which is found to be true would require remedial actions, and must be investigated under procedures appropriate to the situation. If the allegation is presented orally to the Chair, the Chair will listen carefully and elicit additional information as needed. However, most often the appropriate response will be to describe to the individual making the allegation the steps the Chair will take to investigate the situation. Normally it also will be appropriate and desirable to indicate when the individual making the allegations can expect a timely response and further information from the Chair. If the allegation is presented in writing, the Chair will indicate

that the complaint will be investigated and every effort will be made to respond by a reasonable future date.

Any allegation of criminal behavior should be referred to the University Police.

It is expected that departmental faculty, staff, and students will behave in a mutually respectful and collegial manner. This means treating departmental colleagues, faculty, staff, and students with respect, and working constructively on behalf of the Department.

Appendix A: Faculty Search Procedure

Recognizing that there may be variations the local culture matures, in order to help organize faculty searches, a specific template is described below:

1. When a candidate's application is received, a letter of acknowledgement is sent, generally within a week, from the Department Chair along with information about the department (e.g., newsletter).
2. A folder with the original application and supporting materials is assembled, with a routing cover sheet for rating and comments by the FSA members. The folder and comments are secured in the office suite.
3. Once per week, search committee members will individually review applications received during the week. Each member of the search committee provides brief comments and numerical ratings from 0-10 (ten as highest) in multiple categories, including: "Focus Fit," "Appropriate Experience," "Diversity," and "Overall."
This screening evaluation is only for identifying candidates for further consideration, "the pool." To be considered further, a candidate's "Overall" rating must be an average of 7 or above or any one "Overall" score of 9 or above. Although the Chair may not exclude any candidate thus identified, the Chair may include a candidate that does not have an overall average above 7.
4. Once each of the search committee members has reviewed the folder, the Department Chair marks the folder for either sending letter informing the candidate that there is not a good fit, or for including a candidate in "the pool" and therefore soliciting letters of recommendation.
In either case, the letters (letdown or soliciting) are sent within a week. As recommendation letters are received, they are added to the folder.
5. Once the flow of applications has slowed so that the large majority of applications have been received (or once any application deadlines have passed), the folders of the candidates that have been identified by the search committee as "the pool" are made available to the faculty. Each departmental faculty member is asked to rate the candidates on a scale of 0-10 (ten highest) with a mean of 5.
6. In preparation for a faculty meeting to discuss whom to invite for on-campus interviews, the Chair prepares a spreadsheet with the ratings (normalized to 5 if needed), with candidate scores ordered from top to bottom, and also including the standard deviation of scores for each candidate. With the rankings as a starting point, the faculty members discuss the applicant pool, and reach a consensus for candidates to invite (generally 3). If needed, a vote is taken, and if close, an additional candidate may be added (e.g., a 4th candidate).
7. Immediately following the faculty meeting where the candidates to visit are decided, the Chair calls (or e-mails, if no answer) to inform the candidates, and ask about potential dates for the visits.

8. The Chair and staff work with the candidates to plan the travel, accommodations, meetings, etc. Ideally, the visits are during times when all of the current faculty will be available to meet with the candidate, and attend the seminar. Ideally, each current faculty member will be scheduled for individual meetings of 20-30 minutes, and a 30 minute group meeting with current students is scheduled. Non-BME faculty with related expertise will be invited to the seminar, and to individual meetings or meals.

9. Candidates will generally be invited to arrive in the evening prior to the interview. Faculty will generally be invited to meet informally with candidates at breakfast or lunch. Depending on the size of the search committee, a subset or the entire committee joins the Chair and the candidate for dinner.

10. Once the candidates have all visited, a faculty meeting will be held to discuss the strong and weak points for each, with opinions freely expressed. It is expected that a consensus will develop, but if not, an advisory vote may be taken. After careful consideration, the Chair will decide if an offer should be made, and to whom.

11. Following consultation with the Dean, if needed, the Chair will contact the top candidate, evaluating interest in the position, and to begin negotiation of an offer, and/or a second visit if needed.

12. If the top candidate declines the offer, the Chair, in consultation with the faculty, will decide if another candidate from the applicant pool should be offered the position, or if the search should be evaluate late applicants, or if the search should be renewed.