Pattern of Administration

Department of Agricultural, Environmental, and Development Economics

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December 3, 2007
Pattern of Administration
Department of Agricultural, Environmental, and Development Economics

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I. INTRODUCTION

The Department is administered according to the "Pattern of Administration" set forth in the Office of Academic Affairs Policies and Procedures Handbook, (http://oaa.osu.edu/OAAPPHHandbook.php) The Ohio State University. This document provides a brief description of the Department of Agricultural, Environmental, and Development Economics as well as a description of its policies and procedures. It supplements the Rules of the Office of Academic Affairs Policies and Procedures Handbook and other policies and procedures of the University to which the Department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time. Changes, which will be made in consultation with the Department faculty, will be disseminated to Department faculty in memos until sufficient changes have accumulated to warrant printing and distributing a complete new document.

II. DEPARTMENT MISSION AND VISION

Department mission statement
The mission of the Department of Agricultural, Environmental, and Development Economics is to generate knowledge and disseminate impartial information through application of economic and business principles to the challenges of agriculture, the food system, the environment, and economic development.

Department vision statement
We strive continuously for high standards of scholarship and scientific objectivity in all our activities. We are committed to maintaining a strong undergraduate program with particular emphasis on agribusiness and an internationally recognized graduate program in applied economics. Through frequent interaction with our professional colleagues and economic decision-makers in the public and private sectors, we will ensure that our activities address key issues faced by our clientele.

III. ACADEMIC RIGHTS AND RESPONSIBILITIES

The Department affirms and adopts the University policy on academic rights and responsibilities stated on the University website. (www.oaa.osu.edu/acad_rts_respons.php)

IV. FACULTY

A. Membership in Departmental Faculties

The Department faculty shall comprise all members of the Department who are members of

*Adopted by vote of the faculty. September 21, 2007
the College faculty and such other members of the Department as the Chair may from time to
time designate. The Chair shall be Chair of the Department faculty. The faculty shall make
recommendations on educational policies to the faculty of the College. In addition, the
faculty shall have several academic powers set forth in Rule 3335 -3-34
(http://trustees.osu.edu/rules3/r u3-34.php) of the Administrative Code. The President of
the University and the Dean of the College are members of the faculty of each
Department.


1. The Department faculty shall meet upon the call of the Chair no less frequently than
once each month during the academic year.

2. A quorum for a valid faculty meeting shall be 40 percent of the voting faculty (III.D
of this document) in the Department.

3. Faculty meetings are regularly scheduled and an agenda is distributed to the faculty
in advance; additional meetings may be called at the discretion of the Chair as
necessitated by matters of general concern or important reports coming from standing
or special committees. Regular faculty and project leaders are automatically invited
to all faculty meetings. Departmental support staff are also invited to attend
designated faculty/staff meetings, usually one per quarter during the academic year.

4. The Chair will provide a schedule of all regular faculty meetings to all faculty,
project leaders and support staff before the start of each academic year.

5. Meeting agendas are prepared by the Chair in consultation with Faculty Council,
chairs of committees, Department representatives on College and University
committees, and other faculty members and project leaders who wish to raise items
for discussion.

6. The Chair will ensure that minutes are maintained of all faculty meetings and records
of all actions covered by the Pattern of Administration.

C. Faculty 3335-5-17: (http://trustees.osu.edu/rules5/ru5-17-18.php)

As used in this section the term "faculty" shall include persons appointed by the Board of
Trustees with regular, auxiliary, and emeritus faculty titles on full or part-time appointments,
with or without salary.

1. "Regular faculty:" persons with the titles of professor, associate professor, assistant
professor, and instructor who serve on appointments totaling fifty percent or more
service to the university. Regular faculty are tenure-system faculty.

2. "Auxiliary faculty:" persons with adjunct titles, visiting titles, and lecturer titles;
also professors, associate professors, assistant professors and instructors who
serve on appointments totaling less than fifty percent service to the University.

3. "Emeritus faculty:" persons who have served the University continuously as regular
faculty for at least ten consecutive years who, upon retirement, were recommended
by the Chair, the Dean and the Executive Vice President and Provost for emeritus
status.
D. Voting Faculty

The voting faculty of the Department include all regular faculty who are engaged in teaching, research and outreach education on the Columbus campus with 25 percent or more of their salary administered through the Department. Auxiliary faculty and persons on official leave of absence do not meet the "on campus" requirement. For votes on the hiring of faculty into a tenure track appointment, only TIU eligible faculty may vote.

V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The Department is composed of the following three categories of personnel: faculty, staff and students.

A. Faculty duties and responsibilities are defined in the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/OAAP_PHandbook.php as well as in the Department's Pattern of Administration and the document Criteria and Procedures for Appointments, Promotion, Tenure and Salary Adjustments.

B. Staff include administrative and professional (A & P) and civil service staff. Some examples include post-doctoral researchers, extension associates, computer systems specialists, fiscal managers, administrative managers, and office associates. Staff are central to the Department mission. Staff are supervised by the Department Chair, who may delegate supervisory responsibility as appropriate.

C. The university rules governing the undergraduate and graduate students are contained in the document The Ohio State University Student Handbook. Departmental rules for graduate students supplement this document and the Graduate School Handbook with the document Graduate Program Handbook: Graduate Programs in Agricultural Economics.

VI. OVERVIEW OF DEPARTMENT ADMINISTRATION AND DECISION MAKING

Policy and program decisions are made in a number of ways: by the Department voting 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.

The following points summarize the Management Agreement between the College and the Department:

1. Departmental output, productivity and goals will be measured in aggregate without emphasis to individual faculty and staff funding lines or responsibilities. The Department will be held accountable as a unit for meeting the totality of responsibilities to OSU, OSU Extension (OSUE) and the Ohio Agricultural Research and Development Center (OARDC).

2. In consultation with College Cabinet, the Department has flexibility to assign faculty and staff to professional activities without concern that each individual's contributions to the resident instruction, research, and outreach functions be in exact proportion to their funding percentages.
3. Operating budgets from OSU, OSUE, and OARDC are pooled at the Department level and are allocated to programmatic areas rather than organizational affiliation.

4. The Department has flexibility to use temporary staff and off-duty quarter faculty to meet strategic initiatives of importance to the Department and College.

5. In consultation with College Cabinet, the Department will use a pooled hiring process whereby faculty are hired in batches, position announcements are written broadly so as to elicit applications from a broad cross-section of individuals and individual job positions are defined during the hiring process so as to mesh the needs of the Department and College, and the strengths of the hired faculty.

VII. DEPARTMENT ADMINISTRATION

A. "Chairs of Departments" (3335-3-35: http://trustees.osu.edu/rules3/ru3-35.php)

There shall be a Chair of each Department who shall be the administrative head of the Department. Each Chair shall be appointed for a term of four years by the Board of Trustees upon the nomination of the President. A Chair shall be eligible for reappointment.

In selecting a Chair, the President shall confer with the Dean of the College involved who, in turn, will consult with the faculty of the Department as well as other appropriate University officials.

B. The duties of the Chair of a Department shall be as follows:

1. To provide overall vision and leadership for the Department and its programs.

2. To have general administrative responsibility for its programs, subject to the approval of the Dean of the College.

3. To maintain and build relations with alumni, program funders, employers of graduates, professional societies and other stakeholders.

4. To develop, in consultation with the faculty, a \textit{Pattern of Administration}. This \textit{Pattern of Administration} shall be made available to all present and prospective members of the faculty of the Department, and a copy shall be deposited in the office of the Dean of the College and in the office of the Executive Vice President and Provost.

5. To consult with the faculty as a whole on all matters involving educational and academic policies and such consultation will, whenever practicable, be undertaken at a meeting of the faculty as a whole. Not included are matters of administrative procedures or responsibilities.

6. To recognize, in principle, the presumption favoring majority rule on all matters covered by the Department \textit{Pattern of Administration}. There may be times, however, when the Chair finds it necessary to depart from the decision of the majority of the faculty. In such cases, it is incumbent upon the Chair to communicate to the faculty at a faculty meeting the reasons for the departure from the majority decision. This communication shall outline the preference of the majority of the faculty, the decision

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of the Chair, and the reasons for the decision.

7. To create and assign faculty and staff to standing committees, special committees, task forces, etc. that meet Department needs. The selection of personnel to serve on these assignments shall consider factors such as expertise, interest, workload, and the diversity of interests within the Department.

8. To inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their tenure initiating unit and to place in that file a response to any evaluation, comment or other material contained in the file.

9. To prepare, after consultation with the faculty and in accordance with the Pattern of Administration, a statement setting forth the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be made available to all present and prospective faculty of the Department and a copy shall be deposited in the office of the Dean of the College and in the office of the Executive Vice President and Provost. At the beginning of each four year term of the Chair of a Department, the members of the Department, the office of the Dean of the College, and the office of the Executive Vice President and Provost shall receive either a revision or reaffirmation of the original statement. The document Criteria and Procedures for Appointments, Promotion, Tenure and Salary Adjustments is an addendum to this Pattern of Administration.

10. To operate the business of the Department with efficiency and dispatch.

11. To plan with the members of the faculty and the College Administrative Cabinet a progressive program.

12. To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.

13. To conduct an annual performance review of each faculty member in accordance with criteria approved by the Board of Trustees and subject to instructions from the Executive Vice President and Provost, and also according to the document Criteria and Procedures for Appointments, Promotion, Tenure and Salary Adjustments.

14. To develop, in consultation with each faculty member, an annual Statement of Responsibilities and Plan of Work for each faculty member in accordance with the College document Faculty Reward System Guidelines for Annual Performance Review, Promotion and Tenure.

15. To recommend to the Dean of the College, after consultation with the faculty in accordance with VII.B.9, appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty.

16. To encourage research and educational investigations.

17. To see that all faculty, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank and, in general, to lead in maintaining a high level of morale.

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18. To see that adequate supervision and training are given to faculty and staff.

19. To prepare (after consultation with the regular faculty) annual budget recommendations for the consideration of the Dean of the College.

20. To promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.

C. Associate Chair

1. Selection

The Associate Chair shall be a regular faculty member appointed by the Chair. The Chair shall consult with the Faculty Council before appointing a person for the position.

2. Duties

The Associate Chair shall perform such duties and assume such responsibilities as may be delegated by the Chair. An important role of the Associate Chair will be to serve on the Department Administrative Team. As a member of the Department Administrative Team, the Associate Chair will be deeply involved in all major program, personnel and budget matters. This broad knowledge of the Department’s day-to-day functioning assures that the Associate Chair can fill in for the Department Chair and speak for the Chair in a wide variety of situations.

3. Term

The Associate Chair serves at the pleasure of and concurrently with the term of the Chair and may be terminated either by resignation or by action of the Chair. At intervals, not to exceed four years, the Chair shall conduct a review to determine the desirability of continuing the appointment of the Associate Chair; the Associate Chair shall be consulted regarding his or her willingness to continue in the role.

D. Program Area Responsibility

The Department Chair will have both authority and responsibility for the three major functional programs of the Department: undergraduate, research and graduate, and extension/outreach. Responsibility for these three functional programs may be delegated to faculty members who will assume the title of Program Leader.

The Undergraduate Program Leader provides leadership and administration related to undergraduate programs as follows: serves as coordinating advisor; facilitates course and curriculum review and development; chairs the Academic Affairs Committee; works with the undergraduate committee; coordinates the scholarship program; and facilitates recruitment of undergraduate students.

The Research and Graduate Program Leader provides leadership and administration related to research and graduate programs as follows: facilitates and coordinates departmental research and graduate programs; assists faculty and project leaders in developing and carrying out individual research projects; chairs the graduate committee; recruits graduate students;
maintains responsibility for graduate course and curriculum review and development; and coordinates graduate course assignments (with the Undergraduate Program Leader).

The Extension/Outreach Program Leader provides leadership and administration related to extension and outreach programs as follows: facilitates departmental extension/outreach activities; coordinates extension programs within the Department and among other units within OSU Extension; assists faculty and project leaders in planning and reporting the results of individual or group extension/outreach programs.

The term of each Program Leader shall be the same as that of the Associate Chair (VII.C.3).

E. Department Administrative Team

The Department Administrative Team consists of the Department Chair, the Associate Chair, and the chief departmental fiscal and human resources administrator.

The Department Administrative Team is responsible for implementing Department policy and ensuring the efficient and effective functioning of the Department. It is not a policy formulation body.

VIII. FACULTY AND STAFF COUNCILS

A. Faculty Council

1. Membership

a. The Faculty Council shall consist of five members.

b. The Chair of the Department of Agricultural, Environmental, and Development Economics shall serve as Faculty Council Chair and will be a voting member. The Associate Chair may not be an elected member of the Faculty Council but shall meet with the Council in an ex-officio capacity as a non-voting member.

c. Four eligible faculty members shall be elected to two-year terms. Eligible faculty is defined as all regular faculty excluding the department chair, associate chair, current program leaders, sitting and out-going members of faculty council, and faculty with scheduled leave commencing with the beginning of the new term of appointment and lasting more than two quarters.

d. Vacancies shall be filled within 60 days. The regular election procedures will be followed.

2. Duties

a. With the Department Chair, regularly identify needs for new policies and review and revise old policies as needed. Included are policies on:

1) Budget,
2) Salaries for faculty, project leaders and staff,  
3) Personnel assignments and duties,  
4) New personnel appointments and joint appointments with other departments,  
5) Program priorities,  
6) Gifts and endowed funds, and  
7) Others as needed.

b. Advise and consult with the Chair upon matters of policy interpretation and implementation.

c. Advise and consult with the Chair on the organizational structure of the Department and recommend the formation of new committees or discontinuation of standing committees.

d. Recommend membership on standing and ad hoc committees.

e. Bring to the attention of the Department Administrative Team those procedures, rules and regulations that appear to be impeding the efficient and effective functioning of the Department.

f. Interact with individual faculty on a regular basis to identify agenda items for Faculty Council and faculty meetings.

g. Hold a joint Staff-Faculty Council meeting at least once each academic year to discuss Department matters pertinent to each Council.

h. Advise and consult with the Dean on procedures to be used in gathering faculty input in the four-year review of the Chair.

i. Advise and consult with the Dean on the search procedures and timing of the appointment of a new Chair.

j. Carry out those ad hoc duties assigned by the faculty, Department Chair or Department Administrative Team.

3. Term of Office

Elected members shall serve a regular two year term beginning October 1 and are ineligible for re-election until one year has elapsed since the completion of his or her term.

4. Election

a. The Faculty Council shall serve as the election committee.

b. Elections shall be by secret ballot.

c. Eligible voters shall include all voting faculty (II.D) of the Department.

d. An initial ballot shall list all voting faculty who are eligible candidates and serve as a nominating ballot. Each voting faculty member may select two
nominees. The election committee will present to the voters the four names receiving the most nominations plus additional names tied for fourth place and these shall serve as candidates for election to the Faculty Council. Voters shall vote for two individuals and the two receiving the most votes of ballots cast are elected. If there is a tie for second place, another ballot will be administered to break the tie where voters will vote for only one of those who are tied. The candidate receiving the highest number of votes wins. If a tie continues, Faculty Council will determine the winner.

5. **Faculty Council Meetings**

The Faculty Council shall meet upon the call of the Chair or upon petition of two Council members but normally not less than once per month during the academic year.

B. **Staff Council**

1. **Purpose**

The staff meetings and Staff Council provide a forum in which Department staff can raise, discuss, and make recommendations on Department-wide issues. As a representative body of Department staff, the Staff Council acts as an advisory body to the Department Chair and Faculty Council. Any staff employee with a regular appointment in the Department is eligible to serve on Staff Council. Temporary staff employees are welcome to attend and vote at staff meetings. The Staff Council serves to raise and facilitate dialogue between the faculty and staff on Department matters. Upon request from the Department Chair or staff members, the Staff Council Chair will call staff meetings. When appropriate, staff recommendations will be formulated and presented to the Department Chair or Faculty Council.

2. **Staff Council**

The Staff Council will be comprised of three staff members. The senior member of Staff Council serves as Staff Chair. Council members are elected by a vote of Department staff to serve a staggered three-year term beginning October 1. Each academic year, one position on the Council shall be open. If a Council seat becomes open during an academic year, a staff meeting will be held within 30 days to fill the vacated seat.

One or more Staff Council members will, when appropriate, serve on Department staff search committees and other Department committees.

The Staff Council will hold a joint meeting with the Faculty Council, as necessary, to discuss Department issues or as requested by either council. The Staff and Faculty Councils will hold a joint Staff-Faculty Council meeting at least once each academic year to discuss Department matters pertinent to each Council.

3. **Staff Meetings**

The Staff Council Chair will call staff meetings to discuss and hold staff votes on issues of concern to the staff or Department. A staff meeting will be held early each September to elect Staff Council members, or as necessary to fill vacated Council
positions. On any matters that require a full staff recommendation to the Department or upon election of Staff Council, a staff meeting shall be held. The staff shall vote on all motions. A majority vote of those in attendance shall be accepted as binding. Staff Council Chair will assign a staff member to take minutes at each staff meeting. The minutes will be distributed to the staff, the Department Chair, and the Faculty Council.

IX. DEPARTMENT STAFF

A. Annual Review of Performance

Departmental Staff will be reviewed on an annual basis in accordance with the Staff Performance Evaluation Procedure. http://aedo.osu.edu

B. Training and Professional Development

The department is committed to the support and promotion of training and professional development activities consistent with the document Staff Training and Professional Development Guidelines for Agricultural, Environmental and Development Economics. http://aedo.osu.edu

X. STANDING COMMITTEE ASSIGNMENTS AND OBJECTIVES

A. Guidelines

1. Appointments

a. Appointments to standing committees shall be made by the Chair of the Department after consultation with the Faculty Council.

b. It is recommended that no faculty or staff serve on more than two standing committees concurrently.

c. Appointees shall be advised of committee objectives by the Department Chair. A current list of committee appointments shall be provided to each faculty and staff member.

d. The committee chair should review the proposed responsibilities for the committee he/she chairs.

2. Term of Office

In order that committee responsibilities may be shared by the Department faculty and staff, the normal term of office shall be for a minimum of one year beginning on October 1. Faculty and staff shall be eligible for reappointment to the same committee. The normal term of office may be adjusted as necessary to enhance committee effectiveness.

3. Meetings

Each standing committee shall meet upon the call of the committee Chair or upon petition of two committee members, but in general not less than once per quarter.

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B. Objectives of Department Committees

The Department maintains standing committees to facilitate department policy and operations. As Department responsibilities and needs evolve over time, certain standing committees may lapse and additional committees may be constituted as necessary. Listed below are the objectives of the standing committees operational as of October 2006. In addition to standing committees, the Department may form ad hoc committees as needed, and terminate them when their tasks have been completed.

Individual committees may identify other duties in addition to those outlined below.

Academic Affairs Committee

The major responsibilities of the Academic Affairs Committee are as follows:

1. To evaluate current course offerings as to:
   
   A. availability,
   B. adequacy of courses for the different academic programs,
   C. sequence, and
   D. frequency

2. To recommend new courses and the deletion of old courses as required to maintain excellent academic programs within the Department.

3. To make recommendations to the Department faculty concerning changes in courses or academic programs.

4. To submit all changes in existing courses as well as additions to or deletions from present course offerings to the College Committee on Academic Affairs following specified University procedures.

5. To report to the Department faculty on a regular basis the number of students enrolled by courses and other items of interest.

6. To contact the Department faculty at least one time per year for suggested changes, if any, in the current course offerings.

7. To assist in the planning and initiation of activities related to the undergraduate program in Agribusiness and Applied Economics. This would involve the review of the Department's undergraduate program at five-year intervals, including curricular and non-curricular aspects of the program.

8. To assist in the recruitment of undergraduate students, such as representing the Department at student orientation and career conferences.

Awards Committee

The purpose of the Awards Committee is to promote increased participation in awards and recognition competitions by faculty, staff, students, alumni and friends of the Department of Agricultural, Environmental, and Development Economics.
Responsibilities of the Awards Committee include:

1. To be informed about all significant awards potentially available.

2. To anticipate award competitions in sufficient time to be able to produce high quality award submissions.

3. To meet as a committee to identify persons who appear to be promising award candidates.

4. To meet as a committee at least once each quarter to be updated on award possibilities and progress of proposals.

5. To assist award candidates in preparation of their submission. To a large extent, the responsibility for preparation of the submission is that of the candidate, but the committee stands ready to assist.

Graduate Studies Committee

The Department Graduate Studies Committee is the executive committee of the Graduate Faculty of the Department. It is responsible for carrying out the policies of the Graduate School and of the Graduate Faculty of the Department. The Graduate Studies committee takes the leadership in proposing revisions of existing policies and of proposing new policies as suggested by the Graduate School or by members of the Department Graduate Faculty. It carries out routine operations related to graduate work, coordinates graduate work in the Department, and assists members of the Graduate Faculty.

The specific responsibilities of the Graduate Studies committee fall under three general categories: student-related responsibilities, program-related responsibilities and faculty-related responsibilities.

Student-Related Responsibilities

1. Leadership of Department activities to recruit graduate students.

2. Recommendations to the Admissions Office on admission of students to the Graduate School.

3. Recommendations to the Department Chair on research, teaching and extension associate appointments for graduate students.

4. Recommendations to the Graduate School for University fellowships and to OARDC for OARDC Fellowship competition.

5. Orientation programs for graduate students.

6. Advice and assistance to graduate students for their first registration.

7. Recommendations to the Graduate School on changes in the status of graduate students, i.e., changes from regular, special or conditional status, dismissal, probation, etc.
8. Approval of study programs for Ph.D. students.

9. Review and take necessary action on petitions from graduate students and advisors concerning course and related substitutions for satisfying M.S. and Ph.D. program requirements and other Department and Graduate School rules.

10. Monitoring the progress of graduate students in their programs, including the maintenance of a permanent file for each student.

11. Leadership of Department activities in placement of graduates.

12. Select Department nominees for graduate student awards.

Program-Related Responsibilities:

1. Monitoring of programs and formulation of proposals for changes in content or procedures for graduate programs in the Department. Proposals for change are submitted to the Graduate Faculty for consideration and decision.

2. Maintenance of close liaison with the Department of Economics on matters of central concern to our graduate programs, including the scheduling, content, and faculty involvement in economics courses, and with the economic theory qualifier examination.

3. Maintenance of close liaison with other departments upon whom we are dependent to some degree in our graduate programs, or who are dependent upon our course offerings in their degree programs.

Faculty-Related Responsibilities:

1. Appointments of student advisors/research supervisors.

2. 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 of 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.

3. Administration of the Masters examination, the General examination, and the Final Oral examination.

4. Appointments of the Department Representative to each Advisory Committee in the Agricultural Economics Ph.D. program for the General Examination.

5. Appointments of the Examining Committee to administer the Qualifying Examination for the AED Economics Ph.D. program.
Grievance Committee

Purpose

The Grievance Committee serves in an advisory capacity to the Department Chair. The committee considers non-academic grievances referred to it by the Department Chair or brought by any faculty member, staff member or student. Academic issues (e.g. faculty promotion and tenure, student grades and academic misconduct) do not fall under the domain of this committee. The committee will not investigate discrimination or sexual harassment; nor will it hear complaints pertaining to faculty and staff salaries or termination. The intent is to provide impartial review and a recommendation to the Department Chair (or designate when Chair is personally involved) before advancing to the formal procedures above the departmental level. The goal is to resolve issues, whenever feasible, at the departmental level involving those familiar with the local environment. The committee will have the right to refuse cases. The Chair, in conjunction with the committee, will decide whether specific cases will be heard by the committee.

Before appealing to the departmental grievance committee, the complainant should pursue reasonable and proper personal and administrative channels. Many grievances can be resolved, for example, by the complainant working with his/her immediate supervisor, the Department Chair, or by discussion directly with the offending person(s).

Procedure

Cases will be presented to the Grievance Committee by the Department Chair and/or the aggrieved party. The complainant may elect to appeal directly to the University grievance process rather than first appeal to the department Grievance Committee. A grievance addressed by the University grievance process will not be considered by the department Grievance Committee.

Although this committee is an option for complainants, in no case will the committee replace or interfere with established University procedures. Matters exclusively reserved by University rule or policy will not be considered by the Grievance Committee. Any recommendation or outcome from this committee will be made available to University officials or grievance committees upon request.

When presented with a written grievance, the committee shall make every effort to, within two weeks, make a preliminary investigation and decide whether or not to accept the case. The department Grievance Committee decision not to accept the case in no way restricts the complainant’s right to bring the case to the University grievance process. When a case has been accepted, the committee shall conduct a thorough investigation and reach a conclusion, if feasible, within 30 working days of acceptance.

In doing its work, the committee shall be authorized to obtain those documents pertaining to the case in question from members of the Department and from other sources, as appropriate. The person(s) alleged to have caused the grievance (hereinafter referred to as the respondent) shall be informed in writing of the grievance and provided an opportunity to respond in writing and by interview to the grievance statement. The committee may conduct additional interviews or pursue other lines of inquiry, as it deems appropriate. Notes will be taken at all hearings to ensure that records are kept. All committee discussions and meetings shall be held in strict confidence by all members.

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For each case brought before it, the committee shall communicate its recommendation in writing to the Department Chair, with a copy to the complainant and to the respondent. The respondent will be given the opportunity to respond to the committee recommendation, with a copy to the complainant, the committee, and to the Department Chair.

Decisions made at the Department level as an outcome of the grievance procedure may be appealed to the appropriate unit within The Ohio State University. Both parties involved in the grievance will be informed by the Department Chair as to the appropriate appeal route in each particular case.

Any member of the committee may disqualify himself/herself by informing the committee Chair in writing of the basis for his or her disqualification with respect to any specific grievance brought to the committee. The committee shall resolve such matters before proceeding with any grievance investigation. Any disqualification is to become part of the formal record of the grievance proceedings. Records shall be filed in the Department office and be accessible to committee members, complainant(s), respondent(s), and University officials.

Committee Composition

1. The committee shall be appointed by the Department Chair in consultation with both the Faculty and Staff Council.

2. The committee shall include representatives from the faculty, staff, and students.

3. Appointments are for one year. Members may serve more than one term.

4. Administrators are not eligible for committee membership.

5. A quorum is required to be present to conduct business, hold hearings, or make recommendations. A quorum is defined as at least three-fourths of its members.

6. The committee will elect a Chair from its membership each year to serve a one-year term. In case of a tie vote, the committee may have Co-Chairs.

Outreach Education Committee

Consistent with the Department's management agreement with the College, the Department takes collective responsibility for its outreach education programs, and individual faculty who do not have OSU Extension appointments are encouraged to contribute to outreach education. The Outreach Education Committee addresses department policy and operations in extension and outreach education. Responsibilities of this committee include:

1. To continuously re-evaluate the objectives, scope, and composition of the department’s outreach education efforts.

2. To advise the faculty and Department Chair regarding strategies to enhance outreach education programs.

3. To facilitate communication between the department, and OSU Extension and Continuing Education.
4. To identify issues and concerns relating to department outreach education efforts, and bring them to the attention of the Department Chair.

5. To assist in the planning and implementation of department outreach education efforts.

6. To continuously evaluate opportunities for enhanced outreach activities, including those that could be funded on a cost-recovery basis, and to advise the faculty and Department Chair of promising opportunities.

Information Technology Advisory Committee

The purpose of the Information Technology Advisory Committee is to provide policy recommendations to the department create the most efficient use of computing and technology resources. The committee also provides guidance for the department's Systems Manager. The committee is comprised of faculty and staff appointments.

Responsibilities of the Information Technology Advisory Committee include:

1. Recommendations to the Department Chair regarding computer hardware and software support and other technology policies.

2. To identify issues and concerns relating to faculty, staff, or student access to information technology, identify solutions, and propose any necessary policies or management procedures toward those solutions.

3. To provide guidance to the department's Systems Manager with respect to priorities of major tasks or equipment purchases.

4. To assist the Department Chair in the development of funding proposals for computers and other technology.

5. To be a source of vision for potential applications of information technology by the department and individual programs within the department.

Junior Faculty Recruiting Committee

In accordance with the management agreement (section VI.5) between the college and the department the Department and College will periodically reach agreement as to the 3-5 top priority faculty staffing priorities as identified through our strategic planning process. When a vacancy occurs, the Department will be given authority to fill whichever of these positions that can be staffed with the most able and qualified person consistent with these priorities but recognizing critical voids created by an unexpected vacancy. The Junior Faculty Recruiting Committee is responsible for the continual and active recruiting of potential junior level candidates for faculty positions as they become available. The committee will be appointed to rotating 4 year terms by the Department Chair in consultation with Faculty Council.

The responsibilities of this committee are:
1. To actively and continually collect information on potential candidates for junior faculty positions.

2. To define position descriptions, in consultation with departmental faculty, as broadly as possible keeping in mind critical voids in departmental personnel.

3. To solicit and receive nominations from faculty and other interested parties or organizations.

4. To solicit and review applications from desirable candidates and present a short list of the best candidates for departmental approval as candidates for formal interviews.

5. To arrange on-site interviews with candidates.

6. Following each interview, the committee will solicit comments and evaluations regarding each candidate from faculty and other interested persons.

7. Subsequent to the completion of the interviews, the search committee will report its recommendation at a faculty meeting.

**Performance Evaluation Advisory Committee**

The Performance Evaluation Advisory Committee consists of four members tenured in the Department. Members have rotating four-year terms, so that one member is replaced each year. The senior member serves as committee chair. The committee will be appointed by the Department Chair in consultation with Faculty Council. The responsibilities of the Committee are described in the addendum *Criteria and Procedures for Promotion, Tenure, and Salary Adjustments* and the document *Procedures for Five-Year Review of Endowed and Named Professors*.

**Seminar Committee**

The responsibilities of this committee include the following:

1. To arrange for seminars and/or workshops including:
   a. topics,
   b. speakers,
   c. time and location

2. To provide a forum for increasing the awareness of current and evolving problems.

3. To increase the awareness of ongoing research and provide a means for a critical (constructive) evaluation of departmental research and educational programs.
Special Activities Committee

The Special Activities Committee organizes special events through-out the year for the department.

XI. FACULTY DUTIES AND RESPONSIBILITIES: WORKLOAD POLICY

The typical faculty member has an appointment involving two or three funding lines - OARDC, OSUE, or OSU general funds. Each faculty member will be expected to produce a mix of accomplishments that is consistent with the effective appointment as defined in X.2. Regardless of appointment, faculty members are expected to produce scholarly research, to publish this research, and to obtain extramural funding for their scholarly activities. Each faculty member is also expected to contribute to instructional, outreach education, and service activities.

In accordance with the Department’s management agreement with the College, the notion of faculty appointment splits along funding lines will be downplayed. While we recognize and endorse the concepts of comparative advantage and the benefits of specialization, each faculty member will be encouraged to contribute to all missions of the Department and to report specific outputs of each mission. The Department in aggregate will be accountable for delivery of agreed upon programs/services to each funding arm of the College.

General Workload Policies:

1. Individual faculty members are responsible for developing, in consultation with the Department Chair, an annual Statement of Responsibilities and Plan of Work consistent with the College document Faculty Reward System Guidelines for Annual Performance Review, Promotion and Tenure. This plan will set forth specific teaching, research and service responsibilities for individual faculty members.

2. In accordance with the department’s management agreement with the College, faculty duties and responsibilities will be developed with the objective of meeting the priority areas as defined by the department and College, and may deviate from the established funding lines. The end result is an agreement between the Department Chair and faculty member as to an appropriate portfolio of activities, or effective appointment, for the year.

3. Where a faculty member’s effective appointment deviates from the budgeted appointment, it is expected that decreased workload in a particular area be compensated by increased workload in other areas. Issues concerning a faculty member’s workload will be resolved with reference to the total workload in teaching, outreach education, and research. Major service commitments to the university and/or the profession may be considered when determining workload assignments.

4. The annual review of AEDE faculty is based on some or all of the following: the annual report of accomplishments for the previous year, the curriculum vitae that describes the aggregate of work completed by the faculty member, and the individual’s annual Statement of Responsibilities and Plan of Work for the previous and current years.

5. A Conflict of Interest Screening form should be completed annually or upon the occurrence of relevant changes as defined in the Office of Academic Affairs Policies and Procedures Handbook.
Teaching and Outreach Education

Instructional activity includes resident instruction and extension and other outreach teaching. Teaching assignments will be made by the Department Chair after considering the needs of the unit and the specific circumstances surrounding each faculty member's appointment.

1. Regular Faculty with a general funds appointment will generally be expected to teach 10-15 credit hours of organized classes per year per 0.5 FTE. Individual studies, 999, internship credits, etc. are not included as a part of the 10-15 credit hour expectation. The Department Chair may adjust individual course loads to reflect factors such as the level and structure of the course, number of students in the section, development of new or revised courses, new preparations, and the extent of teaching associate or program assistant support.

2. Teaching expectations for faculty with general funds appointments other than 50% will be appropriately adjusted by the Chair. Additional scholarly and service activities are expected for all faculty with a general funds appointment.

3. An equivalent teaching workload in extension would be 100 to 150 person contact hours per year per 0.5 FTE including travel time but excluding preparation time. Active participation in training and technical support of field staff is expected. Extension and outreach teaching workloads should be adjusted to recognize equivalent levels of effort using other media and delivery methods including distance education, electronic newsletters, and print and electronic outreach publications. A plan of work is expected yearly and it should contain a number of planned learning experiences for target audiences. Additional scholarly and service activities are expected for all faculty with an Extension appointment.

Research

Faculty in the Department have established criteria for evaluation of faculty research performance (Criteria and Procedures for Appointments, Promotion, Tenure, and Salary Adjustments). This workload policy is based on those criteria.

Each faculty member is expected to develop a scholarly research program, which reflects professional interests as well as departmental mission. It is expected to be a focused research program leading to recognized national or international stature. Regardless of the type of appointment, each faculty member is expected to contribute to instructional and service activities as well as research. Each faculty member with an OARDC appointment is expected to be a principal investigator or co-investigator on an approved state or federal project.

Research workload is defined by these four components: (a) publications, (b) research activities with students, (c) external research funding, and (d) other research activities. Written accounts of research are the primary indicators of research workload. Quality and usefulness of research publications must be considered. The second component of workload includes interacting constructively with student researchers. A third component is successfully attracting extramural research funding. Additional components includes an array of activities such as interacting with colleagues and the profession, working with industry and government organizations to apply research findings, and communicating research results to the public at large.

Faculty with a 50 percent funded research appointment (OARDC or OSURF) should author or co-author several publications each year. For example, one to two peer-reviewed journal articles, a peer-reviewed research monograph or book chapter, a paper presented at a professional meeting, and two papers not peer-reviewed might be a benchmark for annual written output from a 50 percent research appointment. Any quantitative benchmarks such as
those suggested above, will be weighted by quality and impact; high quality, high-impact publications are especially valued. In addition, recruiting graduate students, supervising students, consulting with industry or government officials, attracting external funds, participating in professional meetings, and communicating research findings to appropriate users of this information are expected activities for faculty with a 50 percent research appointment. All faculty members, even those with no research appointment, are expected to produce scholarly output leading to national or international recognition. As the OARDC percentage appointment increases, the quantity of scholarly output is expected to rise commensurate with the level of OARDC appointment.

Faculty members, regardless of appointment, are expected to attract extramural funding for their research programs. An OARDC appointment provides the funding for the faculty member's salary and for some support staff within the department. It does not guarantee, and typically does not provide, the full set of resources required to support a research program.

The mix of these workload components is expected to vary among faculty. Individual faculty will have different sets of publications than the benchmark suggested above. Variations between time spent on publication, research activities with students, and other research activities will exist. The Chair will consider tradeoffs in the mix of activities when assessing workload.

Faculty workload also includes service activities as outlined in *Criteria and Procedures for Appointments, Promotion, Tenure and Salary Adjustments*.

**XII. COURSE OFFERINGS AND TEACHING SCHEDULE**

The Department Chair is responsible for developing the course offerings and teaching schedule. Specific responsibilities are provided in Section VII.D of this document.

**XIII. SUPPORT SERVICES, FACULTY DEVELOPMENT AND PROFESSIONAL LEAVES**

A. **Support Services and Space**

Support services for faculty will be determined by the Department Chair based upon annual conferences with each faculty member. In allocating resources for support services, the Department Chair will consider teaching load and requirements for the specific teaching assignment, nature of the faculty member's research program and service obligations of the faculty member relative to the total resources available. Office and workspace assignments will be made by the Department Chair.

B. **Faculty Development**

Faculty members are encouraged to participate in University and College development activities, including professional leave, special research assignment, and various teaching and professional development enrichment programs. Faculty members are also encouraged to participate in professional associations and societies and to attend seminars, workshops, and other continuing education activities. Faculty members shall consult with the Department Chair regarding funds to support specific professional development activities.

C. **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 [http://oaa.osu.edu/OAAP_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php) (Book 2)
Discretionary Absence
Faculty are expected to complete an Application for Leave form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular quarter is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more days.

Absence for Medical Reasons
When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27 www.hr.osu.edu/policy/policyhome.htm.

Unpaid Leaves of Absence and Entrepreneurial Leaves of Absence
The university's policies with respect to unpaid leaves of absence (Policy 3.03) and entrepreneurial leaves of absence (Policy 3.04) are set forth in the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/OAAP_PHandbook.php (Book 2, Chapter 3 & 4).

Faculty Professional Leave
Information on special research assignments is presented in Book 2, Chapter 1 of the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/OAAP_PHandbook.php. The information provided below supplements these policies. 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.

Faculty are encouraged to request a leave when eligible. Specific discussions of either FPL or SRA leaves will be a part of each faculty member's annual review with the Department Chair. It is the responsibility of the person requesting the leave to present a plan to the Department Chair suggesting how the person's duties will be covered during the proposed absence. Those judged as meritorious by the Department Chair will be forwarded to the Dean.

Special Research Assignments
Information on special research assignments is presented in Book 2, Chapter 2 of the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/OAAP_PHandbook.php. The information provided below supplements these policies. Reasonable efforts will be made to provide SRA opportunities to all productive faculty.
on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department, and the need to assure that sufficient faculty are always present to carry out department work.

Faculty are encouraged to request a leave when eligible. Specific discussions of either FPL or SRA leaves will be a part of each faculty member's annual review with the Department Chair. It is the responsibility of the person requesting the leave to present a plan to the Department Chair suggesting how the person's duties will be covered during the proposed absence. Those judged as meritorious by the Department Chair will be forwarded to the Dean.

Supplemental Compensation And Paid External Consulting Activity
The university's policies with respect to supplemental compensation (Policy 2.03) and paid external consulting (Policy 5.02) are set forth in the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/OAAP_PHandbook.php. The information provided below supplements these policies. This department 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.

Financial Conflicts of Interest
The University’s policy with respect to financial conflicts of interest (Policy 5.01) is set forth in the office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/OAAP_PHandbook.php. 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.
D. Faculty and Staff Mentoring Committees

Faculty Mentoring Committee

Purpose --

The purpose of the Mentoring Committee is to assist in the academic/professional development of new tenure system candidates by providing informal advice and assessment. The committee should provide regular feedback to the candidate in accordance with a mentoring plan developed by the candidate with the mentors. The mentoring relationship is most effective when it is informal and consensual, and is functionally separate from any official and formal evaluation process.

Procedure --

1. A Mentoring Committee will be established for each non-tenured, tenure system faculty member who is a candidate for reappointment, tenure and promotion.

2. A Mentoring Committee of two to four tenured faculty shall be appointed by the Department Chair as soon as the candidate knows the tenured faculty well enough to discuss potential mentors with the Chair; this shall be no later than 12 months after a candidate has joined the Department. The committee will be appointed by the Chair following invitations by the candidate and acceptance of appointment by the tenured faculty members. The Chair of the mentoring committee shall be selected by the candidate. A Mentoring Committee will be composed of at least two tenured faculty from the Department. Other members may be appointed from the Department or from tenured faculty elsewhere in the University, if the nature of the candidate's appointment makes it appropriate.

3. The Mentoring Committee is expected to provide information about the operating environment of the Department, College and University; feedback on the candidate's program activities as desired by the candidate; and facilitate the academic/professional development of the candidate and the candidate's effective participation in the activities and mission of the Department.

4. The Mentoring Committee will serve as long as the faculty member being mentored remains a candidate for tenure.

5. A faculty member on the Mentoring Committee will serve until the candidate provides a written request to the Department Chair for a change in the composition of the committee (and such a request is approved by the Department Chair), or until the member of the mentoring committee requests to be replaced (and such request is approved by the Department Chair).

6. It is recommended, but not required, that a member of a Mentoring Committee should not serve on any other committee whose function is to evaluate the candidate being mentored.

There should be a close working relationship between the Department Chair, the Mentoring Committee and the candidate. The Chair is expected to provide advice and guidance for all faculty, but especially new faculty. Thus, the Mentoring Committee Chair and the Department Chair should cooperate in advising the candidate. The Department Chair has an annual review with each candidate to discuss plans and progress. This review might also be used to discuss the candidate's interaction with the Mentoring Committee.
Staff Mentoring Committee

At the option of each individual newly-hired staff member, a Staff mentoring Committee may be appointed to assist in the staff member’s professional development and growth. The composition of the committee will reflect the duties and responsibilities of the newly hired employee. The committee will serve as long as it remains beneficial to the employee and Department.

XIV. FIVE-YEAR REVIEW OF ENDOWED AND NAMED PROFESSORS

Appointments to endowed chairs and named professorships are for terms not to exceed 5 years, with reappointment subject to review. Chaired and named professors are expected to achieve and maintain performance consistent with expectations for distinguished professors, and to serve effectively the programs and purposes of the endowment as currently understood. Five year reviews are to be conducted in accordance with the guidelines set forth in the AEDE document Procedures for Five-Year Review of Endowed and Named Professors.

XV. VISITING FACULTY AND SCHOLARS

The department actively supports scholarly exchange and departmental diversity through visiting scholars and faculty. The experience of visitors is managed in accordance with the AEDE document Policy on Visiting Faculty and Scholars.

XVI. SUPPLEMENTAL COMPENSATION AND EXTERNAL PROFESSIONAL ACTIVITY

The Department adopts and enforces all University Office of Academic Affairs policies. (Book 2, Chapter 1 in the Policy and Procedure Handbook http://oaa.osu.edu/OAAP_PHandbook.php.

XVII. FINANCIAL CONFLICT OF INTEREST


XVIII. GRIEVANCE PROCEDURES

Grievance procedures at the departmental level are described under X.B Grievance Committee in our Pattern of Administration.

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

Salary Grievances
A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty or staff member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal (see Chapter 8 of the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/OAAP_PHandbook.php

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Consulting Services in the Office of Human Resources http://www.hr.osu.edu/ohrc/home.htm.
Faculty Misconduct
Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 www.trustees.osu.edu/ChapIndex/index.php

Faculty Promotion and Tenure Appeals
Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 www.trustees.osu.edu/ChapIndex/index.php.

Employment Disputes and Complaints of Discrimination
The university’s policy and procedures related to discrimination are set forth in OHR Policy 1.10 and 8.20 www.hr.osu.edu/policy/index.aspx.

Sexual Harassment
The university’s policy and procedures related to sexual harassment are set forth in OHR Policy 1.15 www.hr.osu.edu/policy/index.aspx.

Student Complaints
Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair 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.

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 and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of Committee on Academic Misconduct (see www.oaa.osu.edu/coam/home.html and www.senate.osu.edu/COAMDuties.pdf).


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