Pattern of Administration
For the Department of Mechanical and Aerospace Engineering
Revised: 10/11/11

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Pattern of Administration
Department of Mechanical and Aerospace Engineering

I Introduction

This document provides a brief description of the Department of Mechanical and Aerospace Engineering as well as a description of its policies and procedures. It supplements the Rules of the University Faculty, 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 document, together with the department's current Appointments, Promotion and Tenure (APT) Document, constitutes the department's governance documents.

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 as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

II Department Mission

The mission of the Department of Mechanical and Aerospace Engineering is the education of professionals in mechanical, aerospace, and nuclear engineering, the generation and dissemination of knowledge and technology, and the development of innovative solutions to problems in these fields.

III Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, http://oaa.osu.edu/rightsandresponsibilities.html.

IV Faculty

Faculty Rule 3335-5-19, http://trustees.osu.edu/rules/university-rules.html defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department include regular faculty (tenure track, clinical track, and research track) with compensated FTEs of at least 50% in the department. In these instances, all votes are of equal weight. Voting rights in Appointments, Promotion and Tenure matters are as specified in the APT Document. Auxiliary faculty, emeritus faculty, and regular faculty joint appointees with FTEs below 50% in this department are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

The Department of Mechanical and Aerospace Engineering has a regular clinical track. Regular clinical track faculty titles are assistant professor of practice in Mechanical and Aerospace Engineering, associate professor of practice in Mechanical and Aerospace Engineering, and professor of practice in Mechanical and Aerospace Engineering. Regular clinical track faculty can comprise no more than 10% of the total regular tenure track faculty. Regular clinical track faculty may vote in all matters of department governance except tenure track promotion and tenure decisions. Voting rights in other Appointments, Promotion and Tenure matters are as specified in the APT Document.
The Department of Mechanical and Aerospace Engineering has a regular research track. Regular research track faculty titles are research assistant professor of Mechanical and Aerospace Engineering, research associate professor of Mechanical and Aerospace Engineering, and research professor of Mechanical and Aerospace Engineering. Regular research track faculty can comprise no more than 10% of the tenure track faculty. Regular research track faculty may vote in all matters of department governance except tenure track promotion and tenure decisions, and clinical track promotion decisions. Voting rights in other Appointments, Promotion and Tenure matters are as specified in the APT Document.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the Appointments, Promotion and Tenure Document.

V Organization of Department Services and Staff

Department support services are organized by function as follows:

- Department fiscal and H/R support
  - Building coordination
  - Front office management
- Undergraduate student services
- Graduate student services
- Instructional laboratory support
- Workshop (mechanical and electronic) support
- Instructional and research computing support
- Communications and alumni relations
- Administrative assistance for chair, program(s), research center(s), endowed chair(s)

Staff members report to supervisors in their functional areas, who in turn report to the department chair. Staff supervisors meet periodically with the department chair and associate chair(s) to coordinate their activities. In addition to the department staff who perform the functions listed above, research staff are supported on research projects and report to project supervisors.

VI Overview of Department Administration and 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 determine how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

VII Department Administration

A Chair

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35, http://trustees.osu.edu/rules/university-rules.html. This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, http://trustees.osu.edu/rules/university-rules.html, also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.
Other responsibilities of the chair, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and prudent management of funds and the hiring and supervision of faculty and staff.

- To plan with the members of the faculty and the dean of the college a progressive program including the formulation and implementation of plans for strategic development and growth of the department; to encourage research and educational investigations.

- To evaluate and improve instructional and administrative processes on an ongoing basis; 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.

- To make appropriate teaching and internal service assignments for faculty and staff

- To evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.

- To recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 www.trustees.osu.edu/ChapIndex/index.php and this department's Appointments, Promotion and Tenure Document.

- To represent the department at Departmental External Advisory Board meetings, College and University meetings as well as meetings external to the University; to develop and maintain productive relationships with employer of our graduates, other industrial and governmental organizations and alumni

- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; to listen and respond appropriately to the requests and problems of faculty, staff, students and others, and in general to lead in maintaining a high level of morale.

- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

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

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance.
The chair will generally solicit the advice of the executive committee, associate chair(s), or other relevant faculty committees on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B  Associate Chair(s)

The department chair shall designate one or more faculty members as associate chairpersons of the department, normally one for each of the three disciplines — mechanical engineering, aerospace engineering, and nuclear engineering — that reside in the department. One of the three associate chairs shall assist the chair in overall administration of the department including, as designated by the chair, master teaching schedule finalization, finalization of teaching assignments for all faculty members, lecturers, and graduate teaching associates, personnel, fiscal, and business matters, space and facilities allocations, representation of the department at college and university meetings, and responding to requests and problems of faculty, staff, students and others. All three associate chairs shall assist the chair with discipline-specific functions including initial teaching assignments to cover courses in the undergraduate and graduate programs associated with the disciplines, active involvement with the program advisory committee meetings described below, ABET-related issues as appropriate, representation at college and university meetings as needed, and meetings with external organizations.

C  Program Advisory Committees and the Department External Advisory Board

The three academic disciplines residing in the department, mechanical, aeronautical, and nuclear engineering, have individual Program Advisory Committees (PACs). The object and purpose of the PACs shall be to work in an advisory capacity with the associate chair for the corresponding discipline, as well as the department chair, to encourage and promote the interests of the respective disciplines. PAC members are selected following consultation with the associate chairs. The charters of the advisory committees govern their structure and functions.

The Mechanical and Aerospace Engineering External Advisory Board (EAB) is an organization composed of departmental alumni and friends, and members are appointed by the chair as noted below. The object and purpose of the board shall be to work with the department chair in an advisory capacity to encourage and promote the overall department’s progress and interests. The charter of the advisory board governs its structure and functions.

Members of the EAB are drawn from the three PACs, following consultation with the PACs and the associate chairs concerned. All three PACs should be represented fairly on the EAB.

D  Department Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The chair is an ex officio member of all department committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee. All department committees shall have fair representation of the three disciplines in the department.

The department shall have at least the following standing committees: an Executive Committee, an Undergraduate Studies Committee for each undergraduate program, a Graduate Studies Committee for each graduate program, a Promotion and Tenure Committee, a Space and Facilities Committee, a Computer Committee, a Continuous Quality Improvement Committee, and an Honors and Awards Committee. In addition, more formal or ad-hoc committees will be established whenever the chair deems
it to be necessary for the continued well being of the department. All committees are advisory to the chair of the department and/or through the chair, to the department faculty. Except as indicated below, all committee members and chairpersons shall be appointed by the department chair for one year terms commencing in the autumn term.

D.I Executive Committee

The Executive Committee shall have at least seven members plus the department chair. Members will include the associate chair(s), the chairs of the Undergraduate Studies Committees, and the chairs of the Graduate Studies Committees. The three graduate committee chairs and the two undergraduate committee chairs will be appointed for three year terms. The remaining members will be the elected chairs of the department's technical committees who serve two-year terms. The department chair serves as chair of the Executive Committee.

The Executive Committee will advise the department chair on budgetary policy, personnel resources, and operational matters. The Executive Committee is responsible for long range planning, and for proposing administrative policies for approval by the faculty. It will meet at least once per academic term.

D.II Undergraduate Studies Committees

Each undergraduate program shall have an Undergraduate Studies Committee (USC) and shall include a departmental representative to the College Committee on Academic Affairs. Additional committee members shall include faculty members representing different areas within the program, an academic adviser from the Undergraduate Student Services office, and one undergraduate student representative from the program. The chair of each of the Undergraduate Studies Committees will be appointed by the department chair for a three-year term, and will also be a member of the College's Core Curriculum and UG Services Committee. The appointments of the faculty members on the undergraduate studies committees will be for three years and individual appointments will be staggered. The student representative will usually be selected from among the officers of the affiliated professional society student sections, for a one-year term. The undergraduate committee's responsibilities will include all undergraduate curriculum matters related to the undergraduate program. This includes, but is not limited to, the following: ensuring that undergraduate course syllabi are reviewed and kept current, ABET accreditation related issues, course assessment and refinement, admission of students to the baccalaureate major for the major, ensuring that students are making satisfactory progress towards their Bachelor of Science degrees, recommending candidates for undergraduate scholarships, handling undergraduate student grievances, and assisting the chair and associate chair in undergraduate recruitment. The composition of the committee should be such that all areas of the program curriculum are represented. The student representative will not be eligible to attend discussion of matters relating to specific students, or to vote on those matters.

The departmental representatives to the College Committee on Academic Affairs for each academic year will be appointed by the department chair during the spring term of the preceding year.

D.III Graduate Studies Committees

Each graduate program in the department shall have a Graduate Studies Committee (GSC). The chair of each GSC is appointed by the department chair for a three-year term. The ME Graduate Studies Committee (ME GSC) shall consist of at least five faculty members with level P status in the Mechanical Engineering graduate program, in addition to the committee chair, and a student representative. Appointments of ME GSC faculty members are made by the department chair in consultation with the
committee chair, and will normally be for two-year terms. The composition of the committee should be such that all interest area groups in the department are represented.

The Aerospace Engineering Graduate Studies Committee (AE GSC) shall consist of at least two faculty members with level P status in the Aerospace Engineering graduate program, in addition to the committee chair, and a student representative. Appointments of AE GSC faculty members are made by the department chair in consultation with the committee chair, and will normally be for two-year terms. The composition of the committee should be such that all areas in the graduate program are represented.

The Nuclear Engineering Graduate Studies Committee (NE GSC) shall consist of all faculty members who have Graduate School status in the Nuclear Engineering Graduate Program, advise graduate students in the program, and teach a minimum of two nuclear engineering program courses during a two year period, and may also include a student representative. One individual not meeting the foregoing criteria may be elected by the Nuclear Engineering Graduate Faculty. The elected leadership of the Student Chapter of the American Nuclear Society will recommend three candidates for membership on the NE GSC, which will then select a student from this list. A prerequisite for student membership on the Graduate Studies Committee is successful completion of the PhD Qualifying Examination.

Each committee's responsibilities shall include, but not be limited to, those outlined in Section 2-4 of the Graduate School Handbook. The Committee will recruit and select prospective graduate students, recommend the award of fellowships and graduate teaching and research associate professorships to incoming students, ensure that the graduate curriculum and the program graduate study rules are kept current, administer the graduate examinations required by the program and the Graduate School, and carry out any other charges related to graduate studies that may be requested by the department chair. The student representatives will not be eligible to attend discussion of matters relating to specific students, such as Ph.D. qualifying exam results, or to vote on those matters.

D.IV  Promotion and Tenure Committee

The Promotion and Tenure Committee, the Promotion Committee for clinical track faculty, and the Promotion Committee for research track faculty will have the composition and duties detailed in the department's Appointments, Promotion and Tenure Document.

D.V  Space and Facilities Committee

The Space and Facilities Committee consists of an associate chair, plus at least four members of the faculty and the department's Building Coordinator. The associate chair serves as chairperson of the committee. The committee advises the department chair on all matters relating to the utilization and renovation of space and facilities controlled by the department, and on all planning activities relating to new facilities. The committee is responsible for developing procedures for allocating space among instruction, research and service uses, and for equitably allocating research laboratory space according to department policies governing space allocation, faculty requests and needs, and department priorities.

D.VI  Computer Committee

The department Computer Committee will consist of faculty broadly knowledgeable about computing needs in the department as well as industry trends, and representatives from the department computing staff, the committee chair being a faculty member appointed by the department chair. The chair of the departmental Computer Committee will make recommendations to the department chair and the faculty on computing issues that affect the Department.
D.VII Honors and Awards Committee

The department's Honors and Awards Committee consists of at least four faculty members, who are appointed annually by the department chair. The committee chair is appointed by the department chair. The committee shall keep abreast of all awards in the fields of mechanical, aerospace, and nuclear engineering. Its responsibilities shall be to keep abreast of all deadlines for national and international honors and awards, as well as those awarded by the College and University. The committee shall share relevant information with faculty on a timely basis, decide which nominations should be forwarded from competing nominations when necessary, and coordinate preparation of the nominations of faculty and staff for outstanding contributions.

E Technical Interest Groups

The department is organized into four technical interest groups which cut across the three disciplines within the department. The groups are: Design and Manufacturing; Dynamic Systems; Energy, Fluid and Thermal Engineering; and Applied Mechanics. Faculty members with interests in these areas can elect to be members in one or more of these groups. The chair of each interest group is elected for two years, and represents that group on the department Executive Committee. The function of each technical interest group is to monitor curriculum issues, help coordinate teaching plans and promote other academic activities (graduate and undergraduate) in the technical area, and to provide an active forum for discussion of those activities. The interest groups are consulted on course assignments, seminar speakers, faculty recruiting, etc. Recommendations of items for academic action will be forwarded to the appropriate Graduate or Undergraduate Studies Committees.

VIII Faculty Meetings

The chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per term and normally will provide for more frequent meetings. The chair will schedule regular faculty meetings at times so as to minimize conflicts with scheduled departmental classes. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department regular faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will distribute minutes of faculty meetings to faculty by e-mail. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

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

For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as one-third of all faculty members eligible to vote.

Either the chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given at least a few days to respond. In the case of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote.
When a matter must be decided and a decision cannot be reached at a meeting of the faculty, the chair will necessarily make the final decision.

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

The Office of Academic Affairs has emphasized the need to ensure that faculty votes on major policies such as tenure and promotion represent views of faculty who participated in a very real sense in the process of deliberation that is expected to precede the voting. Voting rights on promotion and tenure issues will therefore be restricted to eligible faculty members who meet this requirement or faculty members who are on travel and participate in the meeting via conference call.

IX Policy on Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have a policy on faculty duties and responsibilities (See the OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.5, http://oaa.osu.edu/handbook.html). The information provided below supplements these guidelines.

During on-duty terms, faculty members are expected to be available for interaction with students, service responsibilities and other responsibilities even if they have no formal course assignment that term. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Faculty Professional Leave or other approved leaves (see section XIII).

It is the policy of the department that all regular tenure track and clinical track faculty members will participate in the instruction of both undergraduate and graduate students. The standard course load for full-time tenure track faculty in the Department of Mechanical and Aerospace Engineering is two “standard” course sections per term (six during the academic year under quarters or four under semesters), in addition to the advising of graduate students. (The “standard” course section is defined below.) This is viewed as a 66% workload. The other 34% is split between research activities (20%) and administrative service activities such as serving on departmental standing committees and professional society activities (14%). Faculty who do not participate significantly in research activities may be asked to teach up to three “standard” course sections per academic term. Faculty who do not participate significantly in service activities at any level, in addition to not participating in any research activities, may be asked to teach up to four course sections per academic term. The standard course load for full-time clinical track faculty in the department is three “standard” course sections per academic year term.

The expected levels of scholarly activity for tenure track faculty and research track faculty may vary considerably with technical area and individual emphasis. As a general guide, department faculty members are expected to publish regularly in refereed archival journals, present papers at national and international conferences and/or contribute to other scholarly/creative activities such as authoring monographs and books, developing patents and the like. Tenure track and research track faculty are expected to be advising MS and Ph.D. students. It is recognized that some scholarly activities do not fit within the above framework. In such cases, the department chair will be responsible for determining an equitable equivalent workload.

The department encourages participation of all faculty in professional activities. Such activities may include organizing conferences or specialized meetings, serving on society committees and national
review panels, and serving on editorial review boards. Service on department, college, or university committees is expected of all faculty members.

At the beginning of each academic year, the department chair will specify the actual number of “standard” courses to be taught by each tenure track and clinical track faculty member, based upon the faculty category, the faculty member’s annual report for the preceding calendar year, and the expected level of service activity, graduate student support and supervision for the academic year. The course load for full-time tenure track and clinical track faculty members in terms of “standard” courses, and excluding release from teaching, will typically vary from 5 to 10 courses under quarters, and from 3 to 7 courses under semesters. Faculty members who have joint appointments will have a baseline responsibility defined by the percent appointment that they have in Mechanical and Aerospace Engineering.

The department chair and associate chair(s), in consultation with the Technical Interest Group chairs, will determine the specific teaching assignments. The assignments will be made using the workload policy as a guideline, recognizing that is not practical to develop an algorithm that takes into account all aspects of teaching and service. In addition to balancing out the overall workloads, an effort will be made to place the most appropriate faculty members in individual courses and to ensure that multiple faculty members are involved in teaching the various undergraduate courses. Faculty members active in research will, on average, teach fewer courses than faculty who are not.

The workload guidelines stated here do not constitute a contractual obligation. Fluctuations in the demands on the department, and in its resources, and special individual circumstances of faculty members, may warrant deviations from the guidelines.

A Reduction in Teaching Load

There will be a reduction in teaching load based on special assignments that individuals may have. The standing reductions for each of the faculty categories, in terms of “standard” course sections, are as follows (under quarters):

1) Untenured tenure track faculty for first three years 3
2) Graduate Studies Committee chair (s) 0 – 3
3) Undergraduate Studies Committee chair(s) 0 – 2
4) Department chair 5
5) Associate chair(s) 1 – 3

The teaching loads for endowed chairs are determined by the terms of the chair appointments. Other faculty members who have unusual committee assignments or service activities may also have their teaching responsibilities reduced at the Chair’s discretion.

B Teaching Load Assessment Criteria

Numerical procedures for computing teaching loads are described in the MAE Faculty Workload Policy Statement, attached as an Appendix.

C Standard Course Equivalence for Release Time Submitted

Faculty with sponsored research projects will be released from other duties in proportion to the amount of time bought out. The amount of release is based on the release time funds faculty members have submitted during the year. To buy out of one standard course under quarters, the faculty member must
submit the equivalent of one month's salary as release time funds during the year (average of 11% for each of three quarters). Under semesters, the equivalent of 1.5 months salary must be submitted to buy out of one standard course. Faculty members are encouraged to turn in release time on a continual basis and their duties will be reduced over the course of the year as a function of the release time funds submitted. During any given term, however, it may not be possible to buy out of a given course if a qualified substitute instructor is not available.

D Chair's Discretion

The workloads associated with many activities vary greatly, and it is not possible to allocate a single course equivalent value covering all possible circumstances. Therefore, the chair will have discretion in adjusting individual workload totals. When the time commitment for a given activity is high enough to justify a reduction in teaching, the department chair will make an appropriate reduction in teaching load. In addition, the department chair may make specific assignments that entail time commitments that are substantial enough to justify a reduction in teaching. The chair, in consultation with the faculty member involved, will determine the amount of the reduction.

E Special Assignments

Information on faculty special assignments (SA) is presented in the OAA Policy on Faculty Professional Leaves (http://oaa.osu.edu/assets/files/documents/specialassignment.pdf). The information provided below supplements these policies.

SAs are normally one term 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. SAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a term in duration but more than a week or two provided classroom teaching is not disrupted.

Reasonable efforts will be made to provide SA 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 members who desire an SA 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 SA is appropriate. The chair will normally announce decisions regarding SAs 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. Since SAs must also be approved in advance by the Dean, submission of proposals must allow ample time for this approval.

X Course Offerings and Teaching Schedule

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course
that does not attract the minimum number of students as noted in the Workload Policy Statement in the Appendix will normally be cancelled, and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent term. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across terms of offering to assure that instructional expertise is always available for such courses.

XI Faculty Mentoring Program

A Objectives of the program

The mentoring program for regular assistant and associate professors is intended as a follow up to the major effort that goes into the hiring of new regular faculty members by the department, and is made available to them at their request and option. The mentoring program is intended to help monitor their progress as they try to meet expectations for promotion. Participation in the program is encouraged, but is not mandatory. One or two different mentors would advise each mentored faculty member. One mentor would be responsible for advising and evaluating teaching, while the other would be responsible for advising and evaluating research, if applicable. Both of these roles could be served by one mentor or shared by both mentors. The mentor's role would be to serve as an experienced and trusted advisor willing to help the mentored person obtain promotion and/or tenure in the department. Mentors would be assigned by the department chair with the agreement of the participants. The mentoring program is expected to be helpful to the mentored faculty member as well as the department.

B Duties of the Mentors

It is anticipated that the mentor (or mentors) will attend one lecture each academic term and then meet with the mentored faculty member to discuss and evaluate the class. The mentor (or mentors) will also evaluate potential publications and grant proposals with the mentored faculty member. Mentor(s) will meet each year with the candidate to informally summarize their observations, and will also convey their observations to the department chair.

C Duties of the Mentored Faculty Member

Each mentored faculty member will be asked to approve (and possibly be involved in) the selection of mentors. Responsibility for implementation of the program is equally shared between mentor(s) and mentored faculty member.

XII Allocation of Department Resources

The chair is responsible for the fiscal and academic health of the department and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of department goals.

The chair will discuss the department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the chair.

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

The allocation of office space will include considerations such as achieving proximity of faculty in subdisciplines and productivity and grouping staff functions to maximize efficiency.
The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.

XIII 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/handbook.html) and Office of Human Resources Policies and Procedures website, www.hr.osu.edu/policy/policyhome.htm. The information provided below supplements these policies.

A Discretionary Absence

Faculty are expected to complete a travel request or 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 term is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence longer than 10 continuous business days (See Faculty Rule 3335-5-08) and must be requested through an Application for Leave form.

B 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/index.aspx.

C Unpaid Leaves of Absence


D Faculty Professional Leave

Information on faculty professional leaves (FPL) is presented in the OAA Policy on Faculty Professional Leaves (http://oaa.osu.edu/assets/files/documents/facultyprofessionalleaves.pdf). The information provided below supplements these policies.

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Assignment and may be from one term to one academic year in length. FPLs may 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 or Autumn Semester of the preceding year, except when the development of an unexpected opportunity precludes such timing.

The chair and associate chairpersons will review all requests for faculty professional leave and make a recommendation to the dean of the college. Criteria for evaluation include the quality of the proposed activities, their potential benefits to the department and to the faculty members, the productivity of the faculty member requesting the leave, and the ability of the department to accommodate the leave at the time requested.

XIV Supplemental Compensation and Paid External Consulting

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf). Information on paid external consulting is presented in the university’s Policy on Faculty Paid External Consulting (http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf). 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 and dean regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out 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.

XV Financial Conflicts of Interest

Information on faculty supplemental compensation is presented in the university’s Policy on Faculty Financial Conflict of Interest (http://oaa.osu.edu/assets/files/documents/financialconflictofinterest.pdf). 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.
XVI Grievance Procedures

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. The content below describes the procedures for the review of specific types of complaints and grievances.

A 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 (the Office of Academic Affairs Policies and Procedures Handbook, http://oaa.osu.edu/handbook.html).

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 (www.hr.osu.edu/).

B 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.

C 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.

D Sexual Harassment


E 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 the Committee on Academic Misconduct (see www.oaa.osu.edu/coam/home.html and http://senate.osu.edu/committees/COAM/COAM.html).
F  Code of Student Conduct

In accordance with the Code of Student Conduct (http://trustees.osu.edu/Rules%2023/index.php), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.
APPENDIX
MAE Faculty Workload Policy

The procedure for determining the teaching load is outlined in the Pattern of Administration for the department, and only a summary will be given here.

The basic teaching load is determined by four factors:
1) Base responsibility
2) Courses carried forward from last year
3) Release time submitted
4) Total standard sections assigned
All calculations are based on a standard course, which is a three-hour lecture course with 30 students.

**Base Responsibility**

The base responsibility may vary from 4 to 10 standard courses, under quarters, depending on the service and research activities of the faculty member. The base responsibility is determined by the department chair at the beginning of fall quarter. The number is based on the annual report submitted by the faculty member in addition to any special assignments that the chair may make. The base responsibility takes into account all activities of the faculty member such as
1) Supporting graduate students
2) General OSU service activities such as work on department, college, and university committees
3) Professional service such as ABET and ASME/AIAA/ANS committees
4) Unfunded research activities
5) Special committee assignments such as Graduate Studies and Undergraduate Studies chairs.
6) Special activities previously included under “chair’s discretion”.

For faculty members who are very active in research and service, the base responsibility will be around 5 under quarters. For faculty members who are somewhat active in research or service, but not both, a typical number would be 7 to 8 standard courses. For faculty members who are inactive in both research and service, the base responsibility could be 10 standard courses.

**Courses Carried Forward**

It is impractical to make the total number of sections assigned be equal to the base responsibility every year. The difference will be carried forward to the next year and subtracted from the base responsibility. Therefore, a positive number will cause a reduction in the number of courses assigned next year and a negative number will result in an increase.

**Release Time Submitted**

There is one standard course reduction for each month of release time submitted. This is equal to approximately 11 percent of the annual salary for a nine month appointment, under quarters. If a fractional month of release time is submitted, the teaching load will be reduced by the same fractional amount of standard courses.

**Total Equivalent Sections Assigned**

The total equivalent of standard course sections assigned will depend on four factors:
1) Number of credit hours for the course
2) Number of students in the class
3) Type of “class” (lecture, lab, lab prep, advising, tutoring)  
4) Difficulty associated with teaching the “class”  
The standard-course equivalent for a given course is determined by the following: 
a) The preparation time for each hour of class is assumed to be 0.7 hours, and there are assumed to be 10 weeks in each quarter.  
b) Student contact hours outside of class are assumed to be 10 for a 30-student class and 15 for a class of 70 students, and the contact hours are assumed to vary linearly with the number of students.  
c) A total grading time of 0.5 hours per student is assumed per quarter.  

A factor for teaching a course different from a standard course is determined by computing the number of hours for a-c above and dividing by 76 (number of hours to teach a standard course). The resulting equation for the number of standard courses \( (N_{sc}) \) associated with a given lecture course is 

\[
N_{sc} = \{(17C + (n+50)/8 + 0.5*n)/76\} \text{diff}
\]

where \( C \) is the number of credit hours in the class, \( n \) is the number of students, and \( \text{diff} \) is the difficulty factor.  

Typically, \( \text{diff} \) is 1. However, it is different from 1 in the following cases:  
1) If the instructor is teaching the class for the first time, the factor is 1.5  
2) If the class has a lab and the instructor does not teach it, the factor is equal to the number of lecture hours divided by the number of credit hours.  
3) If the class does not meet for the full 10 weeks, \( \text{diff} \) will reflect the reduced effort.  
4) If the faculty member does not actually teach the class but only coordinates it, \( \text{diff} \) will be less than 1 depending on the actual level of effort.  

In general, classes with small enrollments will not be taught. However, a faculty instructor may offer a course with fewer than 12 students (for 600 level courses), fewer than 8 (for 700 level courses) or fewer than 6 (for 800 level courses), but the credit will be reduced linearly from 1.0 to 0 based on the actual number of students. The factor is \( (n/12) \) for 600 level courses, \( (n/8) \) for 700 level courses, and \( (n/6) \) for 800 level courses, where \( n \) is the number of students registered on the 14th day of the quarter. This does not apply to the honors courses or to courses offered at the specific request of the department chair.  

Labs have been included in the teaching schedule so that they can be represented as fractions of standard courses. Generally, they will count as follows:  
1) Laboratory preparations taught by regular faculty each count as 1/3 of a standard course, assuming that the faculty member needs to train and supervise the lab instructors. If little or no supervision is required, the lab preparations will count less than 1/3 of a standard course (\( \text{diff} < 1 \) on the teaching schedule).  
2) Laboratory sections (2 hours per week) taught by regular faculty for the entire quarter count as 1/3rd of a standard course. If the faculty member teaching one or more lab section is also the laboratory preparation instructor, one lab section taught will count as 1/2 of a standard course. Any lab sections beyond the first will count as 1/3\(^{rd} \) of a standard course.