

1 **Pattern of Administration**
2 **College of Engineering**

3
4 **Approved by the College Faculty:**
5 **January 25, 2017**
6 **Approved by OAA November 09, 2018**

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1 **I Introduction**

2
3 **Purpose**

4 This document describes the organizational structure, policies and procedures as they relate to
5 the governance of the College of Engineering and Knowlton School of Architecture and the
6 orderly conduct of College Faculty business. It supplements the Rules of the University Faculty,
7 and other policies and procedures of the university to which the College and its Faculty are
8 subject. The latter rules, policies and procedures, and changes in them, take precedence over
9 statements in this document.

10
11 **Revision**

12 This Pattern of Administration (POA) is subject to continuing revision. It must be reviewed and
13 either revised or reaffirmed on appointment or reappointment of the Dean of the College.
14 However, revisions may be made at any time as needed. All revisions, as well as periodic
15 reaffirmation, are subject to approval by the Office of Academic Affairs.

16
17 **Scope**

18 All College matters in which the Faculty has power to act are governed by this POA. Powers of
19 the Faculty are delegated to committees or otherwise only by this POA. The College recognizes
20 the presumption favoring faculty rule on those matters in which faculty have primary
21 responsibility, including: curricula, subject matter and methods of instruction, research,
22 appointments, promotion and tenure of faculty, faculty governance including college and unit
23 faculty meetings, peer mentoring and peer evaluation of teaching, and those aspects of student
24 life related to the educational process.

25
26 **Interpretation**

27 This POA shall be interpreted consistently with applicable statutes of the State of Ohio, the
28 By-Laws of the Board of Trustees, and the Rules of the University Faculty. All references to
29 periods of time in days refer to calendar days; in computing a period of time, the date of the act
30 or event from which the period of time begins to run shall not be included.

31
32 **Meetings**

33 The College accepts the fundamental importance of full and free discussion but also recognizes
34 that such discussion can only be achieved in an atmosphere of mutual respect and civility.
35 Normally, Faculty meetings will be conducted with no more formality than is needed to attain
36 the goals of full and free discussion and the orderly conduct of business. However, Robert’s
37 Rules of Order will be invoked when more formality is needed to serve these goals. Meetings
38 shall be open to all persons except where compelling reasons require otherwise.

39
40
41 **II College Mission**

42
43 The College of Engineering and the Knowlton School of Architecture will create, transfer and
44 preserve knowledge in the disciplines of engineering, design and planning to enhance economic
45 competitiveness and promote societal well-being.

1 **III Academic Rights and Responsibilities**

2
3 Academic freedom and intellectual diversity have been hallmarks of the ethic of The Ohio State
4 University since it opened its doors in 1873. The Office of Academic Affairs leads the
5 institutional effort to inform faculty and students about relevant policies and procedures and to
6 promote frank, open, and respectful discussion about the issues of freedom of thought and
7 expression. This statement can be found on the Office of Academic Affairs website,
8 <http://oaa.osu.edu/rightsandresponsibilities.html>.

9
10
11 **IV Faculty**

12
13 [Faculty Rule 3335-5-19](#) defines the types of faculty appointments possible at The Ohio State
14 University and the rights and restrictions associated with each type of appointment. For purposes
15 of governance, the College faculty includes tenure-track, clinical, and research faculty members
16 with compensated FTEs of at least 50%, and associated faculty. Detailed information about the
17 appointment criteria and procedures for the various types of faculty appointments is provided in
18 the College Appointments, Promotion and Tenure Document.

19
20 **Clinical Faculty Appointment Cap and Governance Rights**

21 In accordance with Rules of the University Faculty ([Faculty Rule 3335-7-03](#)), clinical faculty can
22 comprise no more than 20% of the combined tenure-track, clinical and research faculty
23 membership. Clinical faculty may vote in all matters of college governance except tenure-track
24 and research appointment, reappointment, promotion and tenure decisions. TIUs that appoint
25 clinical faculty determine the level of participation within TIU governance and administrative
26 structures in accordance with the Rules of the University Faculty ([Faculty Rule 3335-7-11](#)). Any
27 clinical faculty member appointed by the college unit may stand for election to serve as a
28 representative in the University Senate subject to representation restrictions noted in the
29 University Faculty Rules ([Faculty Rule 3335-7-11\(C\)\(2\)](#)).

30
31
32 **Research Faculty Appointment Cap and Governance Rights**

33 In accordance with Rules of the University Faculty ([Faculty Rule 3335-7-32](#)), research faculty
34 membership can comprise no more than 20% of the tenure-track faculty membership. Research
35 faculty may vote in all matters of college governance except tenure-track appointment,
36 promotion and tenure decisions and clinical appointment, reappointment, and promotion
37 decisions.

38
39 **Associated Faculty Governance Rights**

40 Persons with associated titles are permitted to participate in college and academic unit
41 governance unless restricted by a vote of at least a majority of its tenure-track, clinical and
42 research faculty in the unit where their primary appointment resides. Under no circumstances
43 may persons with associated faculty titles vote in matters pertaining to tenure-track appointment
44 and tenure decisions, or clinical and research appointment, reappointment, and promotion
45 decisions.

1 **Emeritus Faculty Governance Rights**

2 Emeritus faculty in the college are invited to participate in discussions on non-personnel matters,
3 but may not participate in personnel matters, including promotion and tenure reviews, and may
4 not vote on any matter.
5

6 **Special Circumstances**

7 Because it is an adjunct TIU in the College of Engineering, college faculty members from the
8 Department of Food, Agricultural and Biological Engineering shall have voting rights on all
9 matters before the College except those concerned with the organization of the College, for
10 example, its departmental structure.
11

12 Only faculty members of the Austin E. Knowlton School of Architecture shall vote on
13 recommendations of recipients of tagged degrees and supporting course and curricular proposals.
14

15 **Distinguished Professor**

16 Distinguished faculty members within the College of Engineering and Knowlton School of
17 Architecture may be awarded the title College of Engineering Distinguished Professor or
18 Knowlton School of Architecture Distinguished Professor as appropriate in recognition of
19 excellence in teaching, scholarship, and service. Appointment as a Distinguished Professor is
20 based upon rank at the professor level, a minimum of five years of service in the College,
21 national and international recognition of the highest level of intellectual leadership, excellence
22 and performance in research, teaching and professional service. This appointment includes
23 annual discretionary funding. This honorific is limited to no more than 10% of the full professors
24 in the College. The Dean will solicit nominations from department chairs who may submit a
25 nomination letter outlining the key achievements of the faculty member, along with a copy of the
26 faculty member's vita. The Dean will review the nominations and select a candidate to receive
27 the honorific. Reappointment is possible based successful performance and the recommendation
28 of the Dean.
29
30

31 **V Organization of the College**

32
33 **Departments, School**

34 The College shall be organized into the following school and departments, which are Tenure
35 Initiating Units (TIUs): Biomedical Engineering (BME); William G. Lowrie Department of
36 Chemical and Biomolecular Engineering (CBE), Civil, Environmental, and Geodetic
37 Engineering (CEGE); Computer Science and Engineering (CSE); Electrical and Computer
38 Engineering (ECE); Engineering Education (EED); Integrated Systems Engineering (ISE);
39 Materials Science and Engineering (MSE); Mechanical and Aerospace Engineering (MAE); and
40 The Austin E. Knowlton School of Architecture (KSA). The Department of Food, Agricultural
41 and Biological Engineering (FABE) in the College of Food, Agricultural, and Environmental
42 Sciences is an adjunct department in the College of Engineering. Each TIU in the College shall
43 have a Pattern of Administration that describes the organizational structure, policies and
44 procedures as related to the governance of the TIU enabling orderly conduct of business. POA
45 documents are to contain policies governing faculty responsibilities and teaching assignments

1 within that TIU. TIU POA documents, as well as any revisions and affirmations thereto, must be
2 approved by the Dean of the College and the Office of Academic Affairs.

3
4 **Power of the Faculty**

5 The Faculty of the College shall have the power to "create and abolish schools, departments and
6 divisions of instruction within the college, subject to approval of the council on academic affairs,
7 the university senate, the president, and the board of trustees." (See Rules of the [University](#)
8 [Faculty 3335-5-14 \(C\)](#).) "Instruction" shall include on-campus classroom and laboratory
9 education, graduate student research, distance education and continuing education.

10
11
12 **VI Overview of College Administration and Decision-Making**

13
14 The College operates on the premise that all faculty members, staff and students have unique
15 talents and skills that contribute to the pursuit of excellence, and the opinions of all are valued.
16 While deliberation and decision-making may occur in different ways based on the nature of the
17 issue or action, consensus is the preferred vehicle as often as possible. Decisions are made by the
18 College faculty as a whole, by standing or ad hoc committees of the College, or by the Dean with
19 the nature and importance of any specific matter determining how the issue is to be addressed.
20 College governance proceeds on the general principle that the more important the matter to be
21 decided, the more widespread the agreement on a decision needs to be. Open discussions of
22 formal and informal nature are encouraged and constitute the primary means of reaching
23 consensus on decisions of central importance.

24
25
26 **VII College Administration**

27
28 **Dean of the College**

29 The Dean shall be the administrative head of the College and shall carry out the duties prescribed
30 in [Faculty Rule 3335-3-29](#). The Dean shall appoint, pursuant to University Rules, a Secretary of
31 the College and such Associate and Assistant Deans and other administrative officers as are
32 needed to carry out the programs of the College. In matters of business, finance, human
33 resources and other areas, the Dean shall seek the advice of Executive College Staff members
34 whose expertise pertains to the particular matter at hand. The Dean shall fully consider such
35 advice in advance of any decision or action. To promote efficiency and expediency, college-level
36 decision-making and approval authority may be delegated to the Associate and Assistant Deans,
37 and the College Executive Staff at the discretion of the Dean. At least annually, a roster of the
38 administrative personnel within the Office of the Dean shall be provided to all Faculty. At least
39 annually, the Dean will address the Faculty of the College to present academic and strategic
40 initiatives, budget and budgetary trends, and to recommend new or modified policies for carrying
41 out the mission of the College.

42
43 **Other Administrators**

44 The College shall have the following Associate Deans, Assistant Deans and Executive Staff. In
45 the execution of their responsibilities, the individuals in these positions are accountable to the
46 Dean of the College of Engineering. Accountability to the Dean does not abrogate, but supports,

1 any responsibility or accountability to other offices or officers of the University as may be
2 designated or apparent for particular duties or functions.

3
4 Executive Director, Finance, and Chief of Staff: When delegated by the Dean, the Executive
5 Director, Finance, and Chief of Staff is responsible for the administration, success and
6 effectiveness of the College. Additionally, the Executive Director is responsible for budgeting,
7 strategic planning, finance, procurement and human resources for the college. Responsible for
8 the oversight of the shared services center for procurement and payroll. Manages and directs the
9 allocation of both financial and human capital resources in the college. Works in partnership
10 with the Office of Academic Affairs and Office of Business and Finance on all finance and
11 budget matters. Works with the Dean to coordinate and implement strategic initiatives to
12 advance the college. Works in partnership with the Senior Associate Dean, Associate Dean for
13 Faculty Affairs and the Associate Dean for Research on the allocation of resources for
14 departments, faculty and college research operations. Responsible for ensuring compliance with
15 university, state and federal regulations in all financial and human resources activities.

16
17 Senior Associate Dean: Responsible for the coordination and implementation of college strategy.
18 Acts on behalf of and represents the Dean on college and university issues as designated by the
19 Dean. Represents the Dean and the college on selected internal and external committees and
20 organizations. Responsible for implementing selected large scale initiatives in the college
21 strategic plan crossing academic and research areas. Integrates diversity and inclusion in all
22 aspects of areas of responsibility. Collaborates with the Executive Director, Finance, and Chief
23 of Staff to implement long range financial strategy in support of the college strategic plan.

24
25 Associate Dean for Faculty Affairs: Responsible for strategic recruitment, retention and
26 advancement of faculty. The Associate Dean of Faculty Affairs will serve as the Secretary of the
27 College and is the College's liaison with the Office of Academic Affairs. Integrates diversity and
28 inclusion in all areas of faculty affairs.

29
30 Associate Dean for Research: Responsible for planning, development, and administration of the
31 College research enterprise; promotes externally sponsored research; facilitates establishment of
32 externally funded research centers; oversees the Engineering Research Operations and other
33 auxiliary operations as designated.

34
35 Associate Dean for Undergraduate Education and Student Services: Responsible for curriculum,
36 student recruitment and retention, scholarships/financial aid, enrollment management, graduation
37 certification, undeclared student advising, orientation, Engineering Career Services, Dean's List,
38 student awards, and student organizations.

39
40 Associate Dean for Facilities and Planning: Provides administrative oversight, planning,
41 prioritization and coordination to capital projects, renovation projects and physical space
42 management in the college.

43
44 Chief Information Officer: Responsible for College information technology (IT) infrastructure
45 and works in partnership with other university and external systems to support the teaching,
46 research and administration needs of the College. Determines long-term College IT needs and

1 develops strategy for systems development, acquisition and integration. Represents the College's
2 IT interests to the University Office of the Chief Information Officer and other external
3 organizations.

4
5 Assistant Dean for Diversity, Outreach and Inclusion: Responsible for leading college-wide
6 diversity and inclusion initiatives, the Office of Diversity, Outreach and Inclusion and its
7 respective programs. Leads efforts to partner and collaborate with internal and external
8 constituents and stakeholders to advance diversity and inclusion for students, faculty, staff, and
9 alumni in the College, in academic and career preparation programs and in the engineering field,
10 across the university and in the broader community.

11
12 Assistant Dean for Curriculum and Assessment: Responsible for college level activities dealing
13 with curriculum and assessment, academic actions, student projects and organizations,
14 international programs, and advising departments in these areas. Serves as secretary for CCAA.

15
16 Assistant Dean of Graduate Programs: Responsible for all college-level initiatives supporting
17 graduate programs and graduate students. Partners with the units and the College Diversity and
18 Outreach office to ensure recruitment of a diverse graduate student population. Serves as the
19 liaison to between internal and external entities on matters affecting graduate studies, and as an
20 ex officio member and Chair of the College's Graduate Studies Chair Committee and the
21 Graduate Program Coordinators Committee.

22
23 Director of Professional & Distance Education Programs: Provides administrative oversight,
24 planning, prioritization and coordination of professional programs and short courses, on-line
25 degree programs, and customized education programs in engineering and architecture.

26 27 28 **Committees**

29 The development and implementation of College policies and programs are carried out by
30 standing and ad hoc committees. The Dean is an ex officio member of all College committees
31 and may vote as a member on all committees except the Committee of Eligible Faculty and the
32 Promotion and Tenure Committee. The existing College Committees and the procedures for
33 establishing and reviewing College Committees are described in Appendix A.

34 35 **Centers**

36 College Centers may be established to support the research and educational mission of the
37 College. The procedures for establishing, reviewing and abolishing College Centers are
38 described in Appendix B.

39 40 41 **VIII Faculty Meetings**

42 43 **Membership of Faculty**

44 Except as otherwise determined in accordance with the Rules of the University Faculty, the
45 College Faculty shall be constituted as follows: members of the University Faculty, including
46 clinical, research, and tenure-track, holding a salaried regular appointment, or having emeritus

1 status, in the College or in a TIU of the College; University administrators who are members of
2 the University Faculty and hold an appointment in a TIU of the College; members of the Faculty
3 of the Department of Food, Agricultural and Biological Engineering who have been certified by
4 the Chair of the Department to the Secretary of the College as participating in resident
5 instruction for the academic year in programs leading to a degree administered by the College.
6 Modified voting rights for the faculty of Food Agriculture and Biological Engineering and the
7 Knowlton School of Architecture are described in Section IV Faculty under the subsection
8 entitled "[Special Circumstances](#)".
9

10 The Dean may annually appoint other University Faculty members who play active or supportive
11 roles in the programs of the College as Associate Members of the Faculty of the College.
12 Associate Members shall not have voting rights.
13

14 **Rosters**

15 On or about October 1st of each year, the Secretary of the College shall distribute to each faculty
16 member official lists showing those holding voting rights in each TIU and in the College.
17

18 **Regular Meetings**

19 Regular Meetings: The Faculty shall meet upon the call of the Dean but at least once per year.
20

21 Special Meetings: The Secretary of the College shall promptly schedule a special meeting when
22 requested by the College Committee on Academic Affairs, by a majority of the faculty of any
23 department, or by a minimum of twenty-five faculty members by signed petition.
24

25 Quorum: Thirty members of the Faculty each having power to vote on a matter shall constitute a
26 quorum as to that matter.
27

28 Announcement and Agenda: The Secretary of the College shall give reasonable notice of each
29 meeting to members of the Faculty. The Secretary shall also distribute a proposed agenda for
30 each meeting, at least one week in advance of the meeting when practicable, to members of the
31 Faculty.
32

33 Ballots: Either the Dean or one-third of all faculty members eligible to vote may determine that a
34 formal vote conducted by written ballot is necessary on matters of special importance. For
35 purposes of a formal vote, a matter will be considered decided when a particular motion is
36 supported by at least a majority of all faculty members eligible to vote. Balloting may be
37 conducted by mail or e-mail when necessary to assure maximum participation in voting. When
38 conducting a ballot by mail or email, faculty members will be given one week to respond. If a
39 motion fails to receive a vote due to lack of quorum, then the dean at his or her discretion may
40 act to adopt or reject the motion on behalf of the faculty; for the dean to invoke such action, the
41 meeting must have been scheduled during business hours of a day on which Autumn or Spring
42 semester classes are in session, and the motion must have been distributed to the faculty, together
43 with an agenda and notice of the faculty meeting, at least one week prior to the meeting.
44 Additionally, when a simple majority of all faculty members eligible to vote cannot be achieved
45 on behalf of any motion, the Dean will necessarily make the final decision.
46

1 Appeals: Any vote of the assembled Faculty at a meeting shall be subject to appeal by a ballot of
2 the entire Faculty with voting rights as to that matter either upon request by twenty-five percent
3 of the faculty members present at the meeting at which the vote is taken, or upon written petition
4 addressed to the Secretary of the College by twenty-five faculty members, such petition being
5 received at the administrative offices of the College within seven days of the time the vote is
6 taken. Ballots shall be distributed by the Associate Dean for Faculty Affairs, who is the
7 Secretary of the College with the Committee on Academic Affairs acting as tellers.

8
9 Minutes: Minutes of each meeting of the Faculty shall be prepared and preserved by the
10 Secretary of the College as a record of the proceedings of the College. A copy of the minutes
11 shall be distributed to each faculty member as soon as it is practicable.

12
13 Presiding Officer: Regular and special meetings of the Faculty shall be presided over by the
14 Dean. In the absence of the Dean or at the request of the Dean, the Associate Dean for Faculty
15 Affairs who is the Secretary of the Faculty shall preside.

16 17 18 **IX Distribution of Faculty Duties and Responsibilities**

19
20 The Office of Academic Affairs requires TIUs to have guidelines on the distribution of faculty
21 duties and responsibilities (See the OAA [Policies and Procedures Handbook](#), Volume 1, Chapter
22 2, Section 1.4.3).

23
24 During on-duty periods, faculty members are expected to be available for interaction with
25 students, research, and departmental meetings and events even if they have no formal course
26 assignment. On-duty faculty members should not be away from campus for extended periods of
27 time unless on an approved leave (see section XI) or on approved travel.

28
29 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the
30 demands and resources of the department and the individual circumstances of faculty members
31 may warrant temporary deviations from these guidelines. Assignments and expectations for the
32 upcoming year are addressed as part of the annual review by the department chair.

33
34 A full-time faculty member's primary professional commitment is to Ohio State University and
35 the guidelines below are based on that commitment. Faculty who have professional
36 commitments outside of Ohio State during on-duty periods (including teaching at another
37 institution, conducting research for an entity outside of Ohio State, or for external consulting)
38 must disclose and discuss these with the chair in order to ensure that no conflict of commitment
39 exists. Information on faculty conflicts of commitment is presented in the [OAA Faculty Conflict
40 of Commitment Policy](#).

41 42 **Tenure-track Faculty**

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

1 **Teaching**

2 All tenure-track faculty members are expected to contribute to teaching in the TIU, including
3 large enrollment and specialized courses in both the undergraduate and graduate curricula. The
4 standard teaching assignment for full-time tenure-track faculty members is determined by a
5 faculty member's TIU. Faculty members are also expected to advise undergraduate and graduate
6 students and to supervise independent studies and thesis and dissertation work.
7

8 Adjustments to the standard teaching assignment may be made to account for teaching a new
9 course, the size of the course, whether the course is taught on-line or team-taught, and other
10 factors that may affect the preparation time involved in teaching the assignment.
11

12 The standard teaching assignment may vary for individual faculty members based on their
13 research and/or service activity. Faculty members who are especially active in research may have
14 a reduced teaching assignment. Likewise, faculty members who are relatively inactive in
15 research may have an increased teaching assignment. Faculty members who are engaged in
16 extraordinary service activities (to the department, college, university, and in special
17 circumstances professional organizations within the discipline) may have a reduced teaching
18 assignment.
19

20 TIUs are responsible for making teaching assignments on an annual basis, and may decline to
21 approve requests for adjustments when approval of such requests is not judged to be in the best
22 interests of the TIU and its programs. All faculty members must perform some formal instruction
23 and advising over the course of the academic year.
24

25 **Scholarship**

26 All tenure-track faculty members are expected to be engaged in discovery, scholarly and creative
27 work, applied research, and/or the scholarship of pedagogy as defined in their [TIU](#)
28 [Appointments, Promotion, and Tenure Document](#). Faculty engaged in basic or applied research
29 are expected to attract extramural funding that supports their efforts. Faculty members are also
30 expected to seek appropriate opportunities to obtain patents and to engage in other commercial or
31 entrepreneurial activities stemming from their research.
32

33 **Service**

34 Faculty members are expected to be engaged in service and outreach to the university, profession
35 and community. Expectations are set by TIUs and can be adjusted depending on the nature of the
36 assignment. All faculty members are expected to attend and to participate in faculty meetings,
37 faculty and student recruitment activities, and other TIU and College events.
38

39 **Special Assignments**

40 Information on special assignments (SAs) is presented in the [OAA Special Assignment Policy](#).
41 Faculty may request an SA, consistent with the TIU's requirements for SA proposals. The TIU
42 head shall make a recommendation to the Dean regarding an SA proposal. Award of the SA will
43 be based on the quality of the proposal and its potential benefit to the department or university
44 and to the faculty member as well as the ability of the department to accommodate the SA at the
45 time requested.
46

1 **Clinical Faculty**

2 Clinical faculty members are expected to contribute to the university’s mission through teaching
3 and service, and to a lesser extent through research and scholarship. Service expectations are
4 similar to those for the tenure-track. All clinical faculty are expected to contribute to the teaching
5 of courses in the TIU, or to courses or instructional situations involving professional skills. The
6 standard teaching assignment for full-time clinical faculty members as defined by the university
7 is seven courses per academic year.

8

9 **Research Faculty**

10 Research faculty members are expected to contribute to the university’s mission through
11 research. In accord with [Faculty Rule 3335-7-34](#), a research faculty member may, but is not
12 required to, participate in educational activities in the area of his or her expertise on a limited
13 basis. Under no circumstances may a member of the research faculty be continuously engaged
14 over an extended period of time in the same instructional activities as tenure-track faculty.
15 Research expectations are similar to those for the tenure-track, albeit proportionally greater since
16 the majority of effort for faculty members on the research track is devoted to research. Specific
17 expectations are spelled out in the letter of offer.

18

19 **Associated Faculty**

20 Compensated associated faculty members are expected to contribute to the university’s mission
21 via teaching or research depending on the terms of their individual appointments. Faculty
22 members with tenure-track titles and appointments <50% FTE will have reduced expectations
23 based on their appointment level. Expectations for compensated visiting faculty members will be
24 based on the terms of their appointment and are comparable to that of tenure-track faculty
25 members except that service is not normally required. The standard teaching assignment for full-
26 time lecturers is to be specifically defined in the TIU governance documents and should be
27 prescribed with the understanding that the University standard for a lecturer full-time teaching
28 load is 8 courses per year.

29

30 **Guidelines for Determining FTE Exceptions to Faculty Appointments Policy**

31 The College of Engineering and the Knowlton School of Architecture recognize that lecturers are
32 professionals committed to educating Ohio State students. Lecturers provide a valuable service
33 to their units and must be compensated and treated fairly. There are instances where the
34 workload associated with a course is greater than or less than the university-wide ratio of one (1)
35 3-credit course to 0.25 FTE. In such cases, the unit should request approval for an FTE
36 adjustment. In all cases, units must provide evidence to justify requests to increase or decrease
37 the credit-hour to FTE equivalency beyond the university-wide ratio of one (1) 3-credit course to
38 0.25 FTE.

39

40 **Modification of Duties**

41 The College of Engineering strives to be a family-friendly unit in its efforts to recruit and retain
42 faculty members. To this end, the college is committed to adhering to its guidelines on
43 modification of duties to provide its faculty members flexibility in meeting work responsibilities
44 associated with birth or adoption of a child, or care for an immediate family member who has a
45 serious health condition, or a qualifying exigency arising out of the fact that the employee’s

1 immediate family member is on covered active duty in a foreign country or call to covered active
2 duty status. See [Appendix C](#) for details.

3
4 A faculty member requesting a modification of duties for childbirth/adoption/fostering and the
5 TIU head should be creative and flexible in developing a solution that is fair to both the
6 individual and the TIU while addressing the needs of the university. Expectations must be
7 spelled out in an MOU that is approved by the Dean.

8 9 10 **X Course Offerings and Teaching Schedule**

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

26 27 28 **XI Leaves and Absences**

29
30 The university's policies and procedures with respect to leaves and absences are set forth in the
31 Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources
32 [Policies and Forms website](#). The information provided below supplements these policies.

33 34 **Discretionary Absence**

35 Faculty are expected to complete a travel request or an [Application for Leave Form](#) well in
36 advance of a planned absence (for attendance at a professional meeting or to engage in
37 consulting) to provide time for its consideration and approval and time to assure that
38 instructional and other commitments are covered. Discretionary absence from duty is not a right
39 and the chair retains the authority to disapprove a proposed absence when it will interfere with
40 instructional or other comparable commitments. Such an occurrence is most likely when the
41 number of absences in a particular semester is substantial. Rules of the University Faculty
42 require that the Office of Academic Affairs approve any discretionary absence longer than 10
43 consecutive business days (See [Faculty Rule 3335-5-08](#)); such absences must be requested at
44 <https://eleave.osu.edu/> prior to the leave.

45 46 **Absence for Medical Reasons**

1 When absences for medical reasons are anticipated, faculty members are expected to complete an
2 Application for Leave form as early as possible. When such absences are unexpected, the faculty
3 member, or someone speaking for the faculty member, should inform the chair promptly so that
4 instructional and other commitments can be managed. Faculty members are always expected to
5 use sick leave for any absence covered by sick leave (personal illness, illness of family members,
6 medical appointments). Sick leave is a benefit to be used—not banked. For additional details see
7 OHR [Policy 6.27](#).

8 9 **Unpaid Leaves of Absence**

10 The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of
11 absence are set forth in OHR [Policy 6.45](#).

12 13 **Faculty Professional Leave**

14 Information on faculty professional leaves is presented in the [OAA Policy on Faculty](#)
15 [Professional Leaves](#). The information provided below supplements these policies. Requests for
16 professional leave from eligible faculty members will be reviewed at the TIU level according to
17 established procedures. The TIU head will submit the approved requests in rank order with
18 recommendations to the Dean. Requests that reach the Dean will be reviewed by the College
19 Faculty Professional Leave committee, as described in the appendix, that will rank them in
20 priority order and submit them to the Dean with their recommendations for the Dean's
21 submission to the Provost. Highest priority in the review process will be given to those
22 applicants who have a positive record of achievement, service, and commitment to the
23 University and can show the benefits of the requested leave to their continuing professional
24 development and to the University. Specifically, the committee assesses applications based on:
25 (1) the degree to which the proposed activity meets the stated objectives of the Professional
26 Leave Program, which are: a) to enhance their teaching effectiveness, scholarly interests and
27 overall performance. b) the University's academic programs can be strengthened and developed.
28 (2) The degree to which the applicant's goals can realistically be achieved during the period
29 requested. In the event that the number of qualified applicants exceeds the number of leaves
30 available, applicants will be judged on quality of the proposal and elapsed time since any
31 previous leave.

32
33 The application should follow the form provided by the Office of Academic Affairs. The
34 application should provide the committee with (1) a clear indication of the activity to be
35 undertaken during the leave, (2) insight into the motivation for the leave, and (3) the expected
36 outputs and outcomes to be realized from the leave experience, and (4) Letters of invitation or
37 support from sponsors of the planned leave activity.

38 39 40 **XI Supplemental Compensation and Paid External Consulting**

41
42 The College of Engineering and the Knowlton School of Architecture expect faculty members to
43 carry out the duties associated with their primary appointment with the university at a high level
44 of competence before seeking or engaging in other income-enhancing opportunities. All
45 activities providing supplemental compensation including external consulting must be approved
46 by the TIU head regardless of the source of compensation. Approval will be contingent on the

1 extent to which a faculty member is carrying out regular duties at an acceptable level, the extent
2 to which the extra income activity appears likely to interfere with regular duties, and the
3 academic value of the proposed consulting activity to the department. In addition, it is university
4 policy that faculty may not spend more than one business day per week on supplemental
5 compensation activities and external consulting combined. Faculty who fail to adhere to the
6 university's policies on these matters, including seeking approval for external consulting, will be
7 subject to disciplinary action. Information on faculty supplemental compensation is presented in
8 the [OAA Policy on Faculty Compensation](#). Information on paid external consulting is presented
9 in the university's [Policy on Faculty Paid External Consulting](#).

10
11 Should a faculty member wish to use a textbook or other material that is authored by the faculty
12 member and the sale of which results in a royalty being paid to him or her, such textbook or
13 material may be required for a course by the faculty member only if (1) the faculty member's
14 TIU head and Dean or designee have approved the use of the textbook or material for the course
15 taught by the faculty member, or (2) an appropriate committee of the TIU or College reviews and
16 approves the use of the textbook or material for use in the course taught by the faculty member.

17 18 19 **XII Financial Conflicts of Interest**

20
21 A conflict of interest exists if financial interests or other opportunities for tangible personal
22 benefit may exert a substantial and improper influence upon a faculty member or administrator's
23 professional judgment in exercising any university duty or responsibility, including designing,
24 conducting or reporting research. Faculty members with external funding or otherwise required
25 by university policy are required to file conflict of interest screening forms annually and more
26 often if prospective new activities pose the possibility of financial conflicts of interest. Faculty
27 who fail to file such forms or to cooperate with university officials in the avoidance or
28 management of potential conflicts will be subject to disciplinary action. In addition to financial
29 conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to
30 consulting or other work done for external entities. Information on faculty financial conflicts of
31 interest is presented in the university's [Policy on Faculty Financial Conflict of Interest](#).

32 33 34 **XIII Grievance Procedures**

35
36 Members of TIUs with grievances should discuss them with the TIU head who will review the
37 matter as appropriate and either seek resolution or explain why resolution is not possible. The
38 content below describes procedures for the review of specific types of complaints and
39 grievances.

40 41 **Salary Grievances**

42 A faculty or staff member who believes that his or her salary is inappropriately low should
43 discuss the matter with the chair. The faculty or staff member should provide documentation to
44 support the complaint.

1 Faculty members who are not satisfied with the outcome of the discussion with the chair and
2 wish to pursue the matter may be eligible to file a more formal salary appeal the Office of
3 Academic Affairs [Policies and Procedures Handbook](#). Volume 1, Chapter 3, Section 2.0.

4
5 Staff members who are not satisfied with the outcome of the discussion with the chair and wish
6 to pursue the matter should contact [Employee and Labor Relations in the Office of Human](#)
7 [Resources](#).

8 9 **Faculty Misconduct**

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

12 13 **Faculty Promotion and Tenure Appeals**

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

15 16 **Sexual Misconduct**

17 The university's policy and procedures related to sexual harassment misconduct are set forth in
18 [OHR Policy 1.15](#).

19 20 **Student Complaints**

21 Normally student complaints about courses, grades, and related matters are brought to the
22 attention of individual faculty members. In receiving such complaints, faculty members should
23 treat students with respect regardless of the apparent merit of the complaint and provide a
24 considered response. When students bring complaints about courses and instructors to the TIU
25 head, the head will first ascertain whether or not the matter requires confidentiality. If
26 confidentiality is not required, the head will investigate the matter as fully and fairly as possible
27 and provide a response to both the student(s) and faculty member affected. If confidentiality is
28 required, the head will explain that it is not possible to fully investigate a complaint in such
29 circumstances and will advise the student(s) on options to pursue without prejudice as to whether
30 the complaint is valid or not.

31
32 Faculty complaints regarding students must always be handled strictly in accordance with
33 university rules and policies. Faculty members should seek the advice and assistance of the chair
34 and others with appropriate knowledge of policies and procedures when problematic situations
35 arise. In particular, evidence of academic misconduct must be brought to the attention of the
36 [Committee on Academic Misconduct](#).

37 38 **Code of Student Conduct**

39 In accordance with the [Code of Student Conduct](#), faculty members will report any instances of
40 academic misconduct to the Committee of Academic Misconduct.

1 **Appendix A: Overview of College Committees**

2
3
4 **1. COLLEGE COMMITTEE ON ACADEMIC AFFAIRS (CCAA)**

- 5
6 1.1 Faculty Membership: One member shall represent each undergraduate degree-
7 granting program, including the Department of Food, Agricultural and Biological
8 Engineering, Center for Aviation Studies and the Engineering Physics Program; but
9 excluding the Austin E. Knowlton School of Architecture. The Engineering
10 Education Department, while not granting an undergraduate degree, will have one
11 member. Each College Center offering an approved undergraduate degree program
12 will be permitted to appoint a member. The term of membership shall be three years,
13 such terms beginning at the start of autumn semester.
14
- 15 1.2 Each program through its representative, as defined in paragraph 1.1 of this POA
16 document, shall have one vote on the committee. If a department wants only one
17 vote, even when it has two or more degree granting programs within it, the
18 department must declare as such at the beginning of the academic year. That
19 department shall have one vote until the beginning of the next academic year, at
20 which point the declaration must be made again.
21
- 22 1.3 Appointment of Members: Members shall be appointed by the chair or director of
23 each concerned program as they are defined in paragraph 1.1 of this POA document.
24
- 25 1.4 Representation by Members: Each member is expected to become familiar with and
26 advance before the Committee proposals originating in the program from which the
27 member is selected. Each member also has the responsibility to act for the benefit of
28 the College as a whole.
29
- 30 1.5 Officers: During each Spring semester, the Committee shall elect from its continuing
31 members a Chair for the following year beginning at the start of autumn semester.
32 The Associate Dean for Undergraduate Education and Student Services shall arrange
33 for appointment of a Secretary of the Committee, usually the Assistant Dean for
34 Curriculum and Assessment, with the right to discuss but without the right of vote.
35
- 36 1.6 Powers Delegated: Notwithstanding the separate powers of the Austin E. Knowlton
37 School of Architecture, the Committee shall (a) certify at the end of each semester
38 lists of students who have fulfilled the requirements for a degree or for whom special
39 recommendation is made and recommend candidates for degrees to the Faculty
40 membership of the University Senate and the Board of Trustees. The Committee
41 may delegate this task or any portion of it to the Secretary of the Committee. (b)
42 review and approve or disapprove proposals for new courses and proposals for
43 changes in courses and curricula which are recommended by departments or College
44 Centers approved for such purposes, reporting its decisions directly to the
45 departments or centers concerned and, subject to appeal as described in paragraph
46 1.10 of this document, to the University Council on Academic Affairs. The

1 Committee may delegate to the Secretary of the Committee approval of minor
2 changes to an existing course that do not reduce student access to the course. The
3 Secretary will provide a monthly report of all such requests and approvals to CCAA.
4

5 1.7 Responsibility of Academic Policy: The Committee shall be responsible for making
6 recommendations to the Faculty of the College concerning the educational and
7 academic policies of the College. This shall include, but shall not be limited to, the
8 responsibility to make recommendations concerning the establishment, alteration,
9 and abolition of all curricula and courses offered by the College or any division
10 thereof, of all degrees and certificates supervised by the College, of all departments,
11 schools and divisions of the College, and of all College Centers authorized to offer
12 for-credit courses or degree programs. In carrying out its activities under this
13 paragraph, the Committee shall, when appropriate, utilize its counterpart committee
14 in the Austin E. Knowlton School of Architecture.
15

16 1.8 Action of the Committee: No actions of the Committee other than degree
17 certifications shall be effective until it appearing in the form of an approved motion
18 in the published minutes of the Committee.
19

20 1.9 Minutes: The Secretary of the Committee shall prepare minutes of Committee
21 meetings and shall distribute them to each member of the Committee and to the chair
22 of each department represented on the Committee.
23

24 1.10 Appeal: Any action of the Committee may be appealed to the Faculty of the College
25 by twenty-five percent of the members of the Committee present at the meeting at
26 which the vote is taken or upon written petition, addressed to the Secretary of the
27 College, signed by twenty-five faculty members or by the majority of the faculty
28 members of any department, such petitions being received at the administrative
29 offices of the College within ten days after publication of the minutes containing a
30 report of the action. The action being appealed shall be placed on the agenda,
31 referred to in [Section VIII](#) of the College of Engineering's POA, for the next regular
32 or special meeting of the Faculty of the College.
33

34 **2. ADDITIONAL COMMITTEES**

35
36 2.1 Faculty Salary Appeals Committee: In accordance with the [OAA Policy and](#)
37 [Procedures Handbook](#), volume 1, chapter 3, section 2.0, the Dean will convene a
38 faculty salary appeals committee to review faculty salary appeals that cannot be
39 settled at the department level, and to make recommendations to the Dean
40 concerning the disposition of such cases. A faculty salary appeals committee
41 comprises three persons, each of whom is a department chair or school director,
42 selected from among those College units not party to the appeal. The committee
43 may select from among its members a chair.
44

45 2.2 Faculty Investigations Committee: In accordance with [Faculty Rule 3335-5-04](#), the
46 Dean will convene a grievance committee to review and recommend to the Dean

1 disposition of an appeal, or referral by department chairs or school directors, of a
2 complaint against tenured/tenure-track or associated faculty members. Each
3 investigations committee comprises three persons, each of whom is a tenured
4 faculty member, selected from among those College units not party to the
5 complaint. The committee may select from among its members a chair.
6

7 2.3 Staff Grievances: Grievances against staff members should be referred to the staff
8 member's supervisor. The Office of the Dean will provide consultative advice and
9 a point of referral for complaints that cannot be handled within the staff member's
10 unit. The Office of the Dean will interact with the parties and the Office of Human
11 Resources, as appropriate, to facilitate resolution of the grievance.
12

13 2.4 Promotion and Tenure Committee: In accordance with [Faculty Rule 3335-6-04\(C\)](#),
14 there shall be a standing College Promotion and Tenure Committee. The purposes
15 of the College Promotion and Tenure Committee are:
16

17 1. To ensure that high standards of excellence are maintained in the college
18 promotion and tenure process.
19

20 2. To serve as an advisory body to the Dean on matters concerning faculty
21 promotion and/or tenure. [ref: Faculty Rule 3335-6-04(C)(2)]
22

23 3. To determine whether TIUs have conducted a rigorous promotion and/or tenure
24 review and reached a recommendation consistent with College and TIU policies,
25 procedures, practices, and standards. [ref: Faculty Rule 3335-6-04(C)(1)(a)]
26

27 4. To determine where the weight of the evidence lies in promotion and/or tenure
28 cases in which there is not a clear or consistent recommendation from the review
29 conducted in the TIU. [ref: Faculty Rule 3335-6-04(C)(1)(b)]
30

31 5. If requested by the Dean or the Dean's designee, to review TIU Appointments,
32 Promotion and Tenure documents and recommend to the Dean that the document
33 submitted to the Dean for approval be: (1) approved and forwarded to the Office of
34 Academic Affairs, or (2) returned to the TIU with changes recommended.
35

36 6. To review proposed changes to the College's Appointments, Promotion and
37 Tenure document, and recommend to the Dean that the proposed changes be (a)
38 approved and forwarded to the Office of Academic Affairs, (b) not approved, or (c)
39 revised.
40

41 2.4.1 Membership 42

43 Membership consists of at least six regular tenure track faculty at the rank of
44 Professor appointed by the Dean, each serving a three-year term. Up to an
45 additional two senior members from the clinical faculty may be appointed by the
46 Dean, each serving a three-year term, to assess clinical faculty candidates only. Up

1 to an additional two senior members from the research faculty may be appointed
2 by the Dean, each serving a three-year term, to assess research faculty candidates
3 only. Clinical or research faculty cannot participate or vote on promotion and tenure
4 matters of regular tenure track faculty [ref: [Faculty Rule 3335-7-04\(A\)](#)].
5 Membership shall be rotated to ensure fair and balanced participation among the
6 TIUs. For the purpose of establishing committee membership, the Sections in The
7 Knowlton School of Architecture shall be treated as TIUs with the stipulation that
8 no more than two sections be represented on the committee at any time. Committee
9 members from any one section need not automatically recuse themselves from
10 assessment of candidates originating from the other sections. Each year, four tenure
11 track faculty members will remain on the P&T Committee for the following year.
12 One of these shall be appointed by the Dean in spring to serve as P&T Committee
13 Chair the following year. New appointments will be made in spring to commence
14 the following year.

15 2.4.2 Recommendations

16 Committee recommendations to the Dean shall be in writing and report the vote
17 of the Committee on the particular matter deliberated by the Committee.
18

- 19
- 20
- 21 2.5 Executive Committee: The Executive Committee is responsible for the
22 administrative leadership of the College, and the execution of its strategic plan and
23 all pertinent policies and procedures. The Executive Committee is chaired by the
24 Dean, and includes all Associate Deans, Knowlton School Director, and Department
25 Chairs within the College. Other members may be added at the discretion of the
26 Dean.
27
- 28 2.6 Engineering Staff Advisory (ESA) Committee: The ESA Committee shall advise the
29 Dean on matters concerning the college staff. It is comprised of 11 members.
30 Members of the committee and its chair are appointed for two-year terms by the
31 Dean, and will include representation from staff throughout the College and the COE
32 Human Resources Director. The Committee will select a rotating chair.
33
- 34 2.7 Faculty Professional Leave (FPL) Committee: The FPL Committee shall advise the
35 Dean on applications for FPL. It is comprised of seven members at the rank of
36 Associate Professor and/or Professor appointed for two-year terms by the Dean. The
37 Associate Dean of Faculty Affairs shall serve as the committee chair.
38
- 39 2.8 Research Committee: The Research Committee shall advise the Dean on matters
40 concerning the College's research strategy, programs, and research centers. The
41 Research Committee is chaired by the Associate Dean for Research, and includes
42 directors of major college research centers and other faculty members, as invited by
43 the Associate Dean for Research, so as to provide representation across the College.
44
- 45 2.9 The Dean, the Faculty of the College, or the College Committee on Academic Affairs
46 may each establish or abolish additional committees and subcommittees. The

1 individual or group that establishes a committee or subcommittee has the primary
2 responsibility to abolish it when it is no longer needed. Ordinarily such committees
3 and subcommittees should be established with a specific charge and for a limited
4 period of existence, but some will be standing committees, or standing
5 subcommittees of the Committee on Academic Affairs. Faculty members of the
6 standing subcommittees of the Committee on Academic Affairs shall be appointed
7 by the Dean. At least one member of each standing subcommittee of the College
8 Committee on Academic Affairs should also be a member of the College Committee
9 on Academic Affairs. Annually, the Secretary of the College shall distribute to each
10 faculty member the membership of each standing committee and of each standing
11 subcommittee of the Committee on Academic Affairs.
12
13

14 **3. STUDENT PARTICIPATION**

15
16 3.1 Policy: It is the policy of the Faculty that students serve on committees of the
17 College except where student input would not substantially enhance the effectiveness
18 of the committee, where the business of the committee has insubstantial effect on
19 student interests, or where compelling reasons require exclusion. Appointments of
20 students to committees should be made only after consultation with representatives
21 of appropriate student organizations. Student committee members are voting
22 members.
23

24 3.2 Lists of Interested Students: The Associate Dean for Undergraduate Education and
25 Student Services shall at least annually make known to the students associated with
26 the College, including students in graduate and advanced professional degree
27 programs, opportunities for participation in the committee work of the College. The
28 Associate Dean shall devise convenient means for students to indicate their interest
29 in such participation and shall, from time-to-time, compile lists of those who have
30 done so. All student appointments to committees shall be made from these lists,
31 each student first having been informed of the nature of the committee and the
32 normal workload associated with membership.
33

34 3.3 Committee on Academic Affairs: The lists referred to in paragraph 3.2 of this POA
35 document shall be made available to the Chair of the Committee on Academic
36 Affairs who shall appoint from the lists one undergraduate student and one graduate
37 student to the Committee for terms of office not to exceed one year. Unless
38 otherwise determined by the Committee, at least one student shall serve on each of
39 its subcommittees. These student members of the subcommittees, who need not be
40 members of the Committee, shall be appointed in the same manner by the Chair of
41 the Committee on Academic Affairs for terms not to exceed one year. Student
42 members of the Committee on Academic Affairs or its subcommittees shall not
43 participate in matters referred to in paragraph 1.6 (a) of this appendix.
44

1 **Appendix B: Establishment and Review of College Centers**

2
3
4 [Faculty Rule 3335-3-36](#), “Center Establishment” contains the rules governing establishment,
5 review and abolition of college centers. College of Engineering centers (herein after “College
6 Centers”) will be established and reviewed consistent with this Rule.

7 **1. Purpose**

8 College Centers facilitate impactful, high-quality multidisciplinary research and education by
9 aggregating faculty, students and staff across multiple departments.

10 **2. Definition**

11 A College Center is a unit within the College engaged in research, instruction, and/or outreach
12 and engagement. A center is generally defined as an organized group of faculty and research
13 staff that has come together to address an interdisciplinary research and educational mission. A
14 College Center will typically have a substantial research/scholarship component to its mission,
15 and this research should be interdisciplinary in nature, involving faculty members and graduate
16 students from two or more academic units within the college.

17
18 College Centers will generally not offer for-credit courses or degree programs, but such offering
19 may be allowed in certain cases. If the center proposes to offer for-credit or degree programs,
20 the proposal must also be reviewed by the College Committee on Academic Affairs, and will
21 require approval by both the College faculty and the Council on Academic Affairs (see Faculty
22 Rule 3335-3-36). Prior to review by the College faculty, the College Committee on Academic
23 Affairs shall review and make a recommendation on such courses or degree programs.

24
25 Each Center will have a Director who reports to the Dean of the College of Engineering. The
26 Dean may appoint one or more associate deans to manage the formation, review, and oversight
27 of the Center.

28
29 The College will use the word ‘Center’ for multidisciplinary college centers (those that involve
30 faculty and students from different departments primarily within the College of Engineering).
31 The College prefers that university-level centers (those that involve faculty and students from
32 departments in different colleges and with significant activities across colleges) be termed
33 ‘Institutes.’ Guidelines for establishment and review of college and university centers are found
34 in [Faculty Rule 3335-3-36](#).

35 **3. Procedure for Establishment of a College Center.**

36 Prospective centers wishing to formally establish in the College of Engineering should consult
37 with the Associate Dean for Research for guidance on center establishment. The establishment
38 of the center is formally initiated by submission of a proposal package, prepared by the proposed
39 Director and proposed oversight committee, that includes:

- 40
41 (a) Cover letter, describing the goals of the center, outlining its mission and scope, providing
42 a high-level overview of the research plan and business plan, and recommending an
43 initial Director and initial Faculty Advisory Committee. The cover letter should state

1 whether the proposed center is a college-level or university-level center.

2 (b) Draft Pattern of Administration (POA) including details about the goals, mission, scope,
3 history, research plan, affiliated faculty, governance, and organizational structure, staff,
4 5-year budget and financial projections, space and facilities (including major equipment),
5 and, performance metrics.

6 (c) Proposed budget and financial projections.

7 (d) Supporting document providing detail to back up the POA, including CV's of Center
8 leadership, affiliated faculty and FAC nominees; budget; evaluation criteria; and any
9 history of collaboration.

10
11 Templates of the POA and Supporting Document can be obtained from the Associate Dean for
12 Research. The research plan should describe the goals for conducting impactful, high-quality
13 research and how those research objectives will be achieved. The budget discussion and financial
14 plan should include all expected sources and uses of both internal and external funds for a period
15 of at least the first three years of operation, and should justify the likelihood for success.

16
17 Submit the center proposal documentation to the Associate Dean for Research (ADR). The ADR
18 will, in consultation with the Dean and the College Research Committee, recommend whether
19 the center will be a College Center. The center will be designated a College Center following the
20 completion of and favorable review by the Associate Dean of Research (ADR) or a committee
21 designated by the ADR. The review should take place within three months after the application
22 is submitted. Once approved, the center will be assigned an organization number within the
23 College that will be used to include the center in the College's budget process. The ADR will
24 notify the Office of Academic Affairs of any approved College center.

25 **4. Procedure for Establishment of a University Center or Institute.**

26 If the center wishes to be designated as a *university center*, a proposal to establish an academic
27 center must be submitted to the Council on Academic Affairs (CAA). The Associate Dean for
28 Research in the College of Engineering should be consulted early in the process to ensure time
29 for appropriate evaluation and endorsement by the College. [Faculty Rule 3335-3-36](#) details the
30 process for preparing a university-level center establishment proposal. The completed proposal,
31 including endorsement letters from relevant department chairs and school directors, should be
32 submitted to the Associate Dean for Research. The ADR will evaluate the proposal in
33 consultation with the Dean and the College Research Committee as needed. The review should
34 take place within three months after the application is submitted. Upon favorable review, the
35 Dean will provide a letter of support to be included in the proposal package that is submitted to
36 CAA.

37 **5. Appointment of College Center Directors**

38 The Center Director shall be the administrative head of a College center, and represents the
39 members of the center to the Dean or others in the university administration. The director is
40 responsible for leading the center in developing and maintaining a robust, high-quality program.
41 The Director will have general administrative responsibility for the Center, subject to the
42 approval of the Dean. The director is appointed by the Dean, and appointments are generally for
43 a period of four years. A director shall be eligible for reappointment. The Center Director
44 reports to the Dean, or an Associate Dean if so directed by the Dean.

1 **6. Reporting and Review of College Centers**

2 Each college center shall prepare and submit an annual report on the Center’s activities during
3 the previous year, following the annual report template provided by the Associate Dean for
4 Research. The report should describe the major activities of the Center during the previous year,
5 and shall include a financial analysis and budget for the coming year. The report shall also
6 provide an analysis of the Center’s activities with respect to its performance review criteria.

7
8 Each college center will undergo a formal review three years after initial establishment and at
9 five year intervals thereafter. The review of centers will be conducted by the College Research
10 Committee; if the center offers courses or degree programs, it will be reviewed by a committee
11 formed from members of both the College Research Committee and the College Committee on
12 Academic Affairs, as appointed by the Dean. The evaluating committee may, at its discretion,
13 appoint ad hoc committees (including faculty with expertise in the relevant subject area, and
14 usually also including administrators) to supervise the review process outlined below.

15
16 The center will prepare a self-study document that contains:

- 17 • A summary statement describing the purpose of the center and its scope of activities.
- 18 • A comprehensive self study that provides information regarding its mission, faculty,
19 administrative structure, budget, and evaluative criteria and benchmarks, as outlined in
20 [Faculty Rule 3335-3-36](#).

21
22 Upon receipt of the self-study, the evaluating committee will discuss and assess the self-study
23 with a focus on:

- 24 • relevance of the mission with respect to the College’s strategic priorities
- 25 • effectiveness of the center’s administration and leadership
- 26 • performance of the center relative to the center’s stated evaluation criteria
- 27 • appropriateness of the budget and the continued financial viability
- 28 • effectiveness of its use of space and facilities.

29
30
31 The committee will meet with the director, oversight committee, and administrative staff as
32 appropriate to discuss the self-study. The committee may also consult with stakeholders or
33 external center advisory committee members, as appropriate.

34
35 Based on the review, the evaluating committee will provide a report to the Associate Dean for
36 Research. The report should evaluate the center’s performance with respect to the focus points
37 above, and make recommendations about the center’s mission, operation, financing, and
38 facilities. The report should also make an overall recommendation to either (a) renew the center,
39 (b) conditionally renew the center with a follow-up review in 1-2 years, or (c) dissolve the
40 center.

41 **7. Change of Status of College Centers**

42 Any change of a College center’s status will be reported to the Office of Academic Affairs by the
43 Associate Dean for Research.

1 **Appendix C: Policy on Modification of Duties**

2
3 The College of Engineering at The Ohio State University is committed to providing a work
4 environment that is healthy, supportive and considerate of employee work and personal life
5 obligations. The Policy on Modification of Duties is intended to assist faculty with better
6 integration of their professional and personal lives to help faculty feel more productive, engaged,
7 and satisfied in their work environment.
8

9 The University provides specific leave benefits under the Paid Leave Programs [Policy 6.27](#) in
10 conjunction with the Family and Medical Leave (FML) [Policy 6.05](#) for serious health condition
11 of the employee, that prevents the employee from performing his or her job, birth or adoption of
12 a child, or care for an immediate family member who has a serious health condition, or a
13 qualifying exigency arising out of the fact that the employee's immediate family member is
14 on covered active duty in a foreign country or call to covered active duty status.
15

16 The College of Engineering Policy on Modification of Duties provides further assistance to
17 faculty to manage their workload and is not subject to the 12-month minimum employment
18 period indicated in Policy 6.05:
19

- 20 1) Faculty members who experience an event will receive modified duties for the semester
21 nearest to the event, to be used in conjunction with university family or medical leave
22 policies.
- 23 2) The modified duties would release the faculty member from 50 percent of their course
24 teaching assignments for the academic year. Should 50 percent of the course teaching lead to
25 a noninteger number (such as 1.5) then the fractional portion may be banked and taught in a
26 future year or an arrangement can be made to co-teach a course if such an arrangement is
27 reasonable given the TIU's teaching needs.
- 28 3) The faculty member would be expected to focus their "on-duty" time on advising students,
29 conducting research, and completing service during the modified duties semester.
- 30 4) If the event occurs within a dual career household within the College of Engineering, each
31 partner would be eligible for modified duties which could be taken concurrently or
32 consecutively.
- 33 5) The College will provide funding to the TIU with the event to cover 50% of the cost of
34 reassignment of teaching responsibilities, if costs are explicitly incurred.
- 35 6) The faculty member is responsible for completing modified duties memorandum of
36 understanding prior to the event, using a template provided by the College. The MOU will be
37 reviewed and approved by the Chair/Director and the Dean. The MOU shall be approved in
38 accordance with the TIU and the faculty member's needs.
- 39 7) The modified duties shall be noted in the annual review letter for that year.
- 40 8) Exceptions will be considered on a case by case basis by the Chair/Director and Dean.