Pattern of Administration (POA)
Department of Engineering Education
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Pattern of Administration (POA)

Department of Engineering Education

I   Introduction

Purpose

This document describes the organizational structure, policies, and procedures as they relate to the governance of the Department of Engineering Education (EED) and the orderly conduct of EED business. It also contains guidelines governing faculty responsibilities and teaching assignments within the EED. 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.

Revision

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

Scope

This POA aligns with the College of Engineering's recognition of the presumption favoring faculty rule on those matters in which faculty have primary responsibility, including: curricula, subject matter and methods of instruction; research, appointments, promotion and tenure of faculty; faculty governance including college and unit faculty meetings; peer mentoring and peer evaluation of teaching; and those aspects of student life related to the educational process.

Interpretation

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

II   Department Mission

The EED advances the engineering profession and enables student success by developing and delivering state-of-the-art, innovative, multidisciplinary undergraduate-and graduate-level engineering and engineering education courses and programs; by modeling and advocating scholarly, evidence-based teaching within the College of Engineering; and by conducting and disseminating world-class engineering education research.

III   Academic Rights and Responsibilities

Academic freedom and intellectual diversity have been hallmarks of the ethics of The Ohio State University since it opened its doors in 1873. In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. The OAA leads the institutional effort to inform faculty and students about relevant policies and procedures and to promote frank, open, and respectful discussion about the issues of freedom of thought and expression. This statement can be found on the Office of Academic Affairs website.

IV   Faculty and Staff

Faculty Rule 3335-5-19 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 includes tenure-track, clinical, research, and associated faculty with compensated full-time equivalents (FTEs) of at least 50% in the department. Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the EED Appointments, Promotion, and Tenure document. For the purpose of governance, the staff of this department includes classified civil service and unclassified and senior administrative and professional staff with compensated fulltime equivalents of 50% or greater.

Clinical Faculty Appointment Cap and Governance Rights

The EED makes clinical appointments. Clinical faculty titles are Assistant Professor of Practice in Engineering Education, Associate Professor of Practice in Engineering Education, and Professor of Practice in Engineering Education. In accordance with Rules of the University Faculty (Faculty Rule 3335-7-03) clinical faculty membership can comprise no more than 20% of the combined tenure-track, clinical and research faculty membership in the college. The number of clinical faculty positions in the EED must be fewer than the number of tenure-track faculty. Clinical faculty may vote in all matters of department governance except tenure-track and research faculty promotion and tenure decisions.

Research Faculty Appointment Cap and Governance Rights

The EED makes research appointments. Research faculty titles are Research Assistant Professor of Engineering Education, Research Associate Professor of Engineering Education, and Research Professor of Engineering Education. In accordance with Rules of the University Faculty (Faculty Rule 3335-7-32), unless otherwise authorized by a majority vote of the tenure-track faculty in a unit, research faculty must comprise no more than 20% of the number of tenure-track faculty in the EED. The number of research faculty positions in EED must be fewer than the number of tenure-track faculty in the unit. Research faculty are eligible to advise and supervise graduate and postdoctoral students and to be a principal investigator on extramural research grant applications. Approval to advise and supervise graduate students must be obtained from the Graduate School as set forth in Faculty Rule 3335-5-29 and detailed in the Graduate School Handbook. Research faculty may vote in all matters of department governance except matters dealing with the promotion and tenure of tenure-track faculty and promotion of clinical faculty.

137

Associated Faculty Governance Rights

Persons with associated faculty titles are permitted to participate in college and departmental governance. Full-time associated faculty may vote in all matters of department governance except tenure-track faculty promotion and tenure decisions and clinical faculty and research faculty promotion decisions.

Staff Governance Rights

Staff are permitted to participate in departmental governance. Full-time staff members may vote in all matters of department governance except personnel matters associated with tenure and promotion of faculty.

Emeritus Faculty Governance Rights

Emeritus faculty in the EED 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.

V   Organization of Department Services and Staff

The EED teaches a number of courses organized administratively into four pillars: First-Year Engineering Programs (FEP), Multidisciplinary Capstone (MDC), Engineering Technical Communications (ETC), and the Graduate Programs (GP). Depending on the size, academic complexity, and administrative requirements, the Chair may assign a director or coordinator to manage the overall administrative and curricular content of each pillar. Additional details about the roles and responsibilities of EED directors and coordinators are presented under Department Administration.

The FEP consists of the Fundamentals of Engineering (FE), the Fundamental of Engineering for Honors (FEH), and other programs in which first-year engineering students enroll in the EED. The Chair may assign an FEP director to oversee all first-year engineering students enrolled in FE or FEH courses. At the writing of this POA, the EED acknowledges significant organizational differences between FEH and FE courses. As such, the Chair assigns either a director or course coordinator to both FE and FEH. The director(s) and course coordinators work together to achieve common FEP goals. In the absence of a director of the FEP, FE and FEH directors and/or coordinators report to the Associate Chair.

The Multidisciplinary Capstone (MDC) program consists of all capstone-related activities in the EED. Following the guidelines noted above, the Chair assigns a director and/or course coordinator to oversee all administrative activities and curricular content in MDC and its courses. The director and/or course coordinator(s) make efforts to engage EED faculty across ranks and tracks in the operation of the program.

The Engineering Technical Communications (ETC) program consists of courses and activities that teach rhetorical strategy in a variety of professional settings. Following the guidelines noted above, the Chair assigns a director and/or course coordinator(s) to oversee

182 administration of the ETC and its courses. The ETC program engages with EED faculty
183 across the pillars to ensure consistent teaching in technical communication.
184
185 The Graduate Program leads recruitment and monitors EED graduate students, oversees
186 graduate-level curriculum matters related to the graduate courses offered by the department,
187 and implements Graduate School policies in the EED. The director of the Graduate Program
188 is the chair of the Graduate Studies and Research Infrastructure Committee. The Graduate
189 Program is led by faculty in the department with graduate faculty status. A Graduate
190 Coordinator assists with the daily administrative responsibilities of the Graduate Program.
191
192 Some EED programs or courses cross multiple pillars and in those instances the Chair
193 decides which pillar they fall under administratively.
194
195 Department support services are organized by functions as follows:
196 - Administrative assistance for Chair, Associate Chair(s), faculty, staff, and programs
197 - Instructional laboratory (mechanical and electronics) support
198 - Communications and advancement support
199 - Graduate education coordination
200 - Grants administration
201 - Finance (currently external to department)
202 - Human resources (currently external to department)
203
204 EED members report administratively to either the Chair or Associate Chair depending on
205 EED role and faculty and/or staff appointments. Staff members meet periodically with the
206 Chair and Associate Chair(s) to coordinate their activities. Staff are included in joint faculty
207 and staff meetings that occur at least once per month.
208
209 **VI   Overview of Department Administration and Decision-Making**
210
211 The EED operates on the premise that all faculty members, staff, and students have unique
212 talents and skills that contribute to the pursuit of excellence, and the opinions of all are
213 valued. Guideline and program decisions are made in a number of ways: by the department
214 faculty and staff as a whole, by standing or special committees of the department, or by the
215 Chair. The nature and importance of any individual matter determine how it is addressed.
216 Open discussions, both formal and informal, constitute the primary means of reaching
217 decisions of central importance.
218
219 **VII Department Administration**
220
220 **A   Chair**
221
221 The primary responsibilities of the Chair are set forth in Faculty Rule 3335-3-35. This rule
222 requires the Chair to develop, in consultation with the faculty, a Pattern of Administration
223 with specified minimum content. The rule, along with Faculty Rule 3335-6, also requires the
224 Chair to prepare, in consultation with the faculty, a document setting forth policies and
225 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 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; 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 evaluate tenure-track, clinical, and research 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. The Chair may delegate evaluation of associated faculty to Associate Chair.

- To recommend, after consultation with the tenured faculty, appointments, reappointments, 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 and this department's Appointments, Promotion, and Tenure document

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

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

- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the Dean of the college

- To coordinate departmental committees

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 of Administration subject, when relevant, to the approval of the Dean, Office of Academic Affairs, and Board of Trustees.

272
273 Operational efficiency requires that the Chair exercise a degree of autonomy in establishing
274 and managing administrative processes. The articulation and achievement of department
275 academic goals, however, is most successful when EED faculty and staff participate in
276 discussing and deciding matters of importance. The Chair will therefore consult with the
277 faculty on all policy issues and will respect the principle of majority rule. When a departure
278 from majority rule is judged to be necessary, the Chair will explain to the faculty the reasons
279 for the departure, ideally before action is taken. And, as outlined by Faculty Rule 3335-3-
280 35(C)(2)(d):
281
282 *"A statement recognizing in principle the presumption favoring majority faculty rule on*
283 *all matters covered by the pattern of administration. This statement shall further*
284 *provide that whenever majority faculty rule is not followed, the department or faculty*
285 *chair, or school director, or dean and director of a regional campus, whichever is the*
286 *case, shall explain the reasons for the departure to enhance communication and to*
287 *facilitate understanding within the department. Where possible, this statement of*
288 *reasons shall be provided before the departure occurs. This explanation shall outline*
289 *the decision of the majority of the faculty, the decision of the department or faculty*
290 *chair, or school director, or dean and director of the regional campus, whichever is the*
291 *case, and the reasons the decisions differ. The explanation shall be communicated to*
292 *the faculty in writing, where possible, or at a faculty meeting, with an opportunity*
293 *provided for faculty to comment."*
294
295 **B   Associate Chair(s)**
296
297 The Chair designates one or more Associate Chairs. An Associate Chair shall assist the
298 Chair in overall administration of the department as summarized below.
299
300 • To serve during the Chair's absence in situations requiring administrative
301 decision or signature when the Chair cannot be reached within a reasonable
302 period of time
303
304 • To coordinate the hiring and training of graduate teaching associates
305 (GTAs), undergraduate teaching assistants (UTAs), and associated faculty
306
307 • Compile student learning outcomes data on behalf of the EED
308
309 • To finalize the master schedule of classes including times and locations of
310 course offerings in coordination with the Office of the University Registrar
311
312 • To coordinate departmental minor programs in collaboration with appropriate
313 advising staff
314
315 • To conduct annual reviews for full-time and part-time lecturers
316
317 • To assist with:

318		o Personnel, fiscal, and overall business matters
319		o Finalization of faculty teaching assignments
320		o Space and facilities allocations
321		
322		• Other duties as assigned
323		

324 **C   Program Directors and Course Coordinators**

The Department Chair shall work with the Associate Chair(s) to designate one or more program directors or course coordinators to provide curricular leadership for the EED's undergraduate offerings, including First-year Engineering Programs, Engineering Technical Communications, and Multidisciplinary Capstone. All directors and coordinators are generally faculty members and must teach in their respective program at least once during each academic year. Directors and coordinators who hold staff appointments may not take on more than a 33% teaching load. For faculty, the title "director" is a working title that reflects administrative responsibilities for that faculty member. The program directors and/or course coordinators, in conjunction with the Associate Chair and/or Chair, coordinate annual course reviews and evaluations (e.g., peer or direct observations) of teaching for their respective program. Evaluations of teaching are conducted per the APT document.

Directors
- Oversee multi-course coordination among faculty, graduate teaching associates, and undergraduate teaching associates, including onboarding for new instructors
- Monitor and report resource needs
- Assist in the evaluation and interpretation of instructors' and GTAs/UTAs teaching
- Assess and report student learning outcomes
- Document and disseminate faculty and student accomplishments
- Identify relevant development and advancement opportunities
- Oversee funds as appropriate
- Meet and advise course coordinators as needed
- Communicate lessons learned annually to Chair and Associate Chair

Course Coordinators
- Oversee day-to-day administrative responsibilities for a single course taught by one or more instructors
- Monitor and report resource needs
- Ensure timely and seamless delivery of deadlines, relevant policies, and other information to instructors and students
- Communicate lessons learned annually to directors, Chair, and Associate Chair
- Document and disseminate faculty and student accomplishments
- Oversee funds as appropriate
- Oversee and manage implementation of curriculum changes
- Oversee Course Carmen Master pages

362 **D   Committees (Charter template found in Appendix)**
363
364 Much of the development and implementation of the department's guidelines and programs is
365 carried out by standing and ad hoc committees. The standing committees' main
366 responsibilities are each detailed below. All committees shall develop and maintain a charter
367 using a common template as provided in the appendix. Any revisions to the charters are
368 approved during a faculty meeting. Ad hoc committees will be established by the Chair
369 whenever the Chair deems it necessary for the continued wellbeing of the department.
370
371 Each committee is comprised of a chair, vice chair, and members. Chairs, vice chairs, and
372 members can be tenure-track, clinical, research, and associated faculty or staff who have been
373 with the department for at least one full year. Except as indicated below, all committee
374 members and chairs shall be appointed by the Department Chair for up to three-year terms
375 commencing in the autumn semester to be filled on a rolling basis. The Chair is an ex officio
376 member of all department committees and may vote as a member on all committees except
377 the Promotion and Tenure Committee. All committees are advisory to the Chair, the
378 department faculty, and staff.
379
380 Undergraduate Curriculum and Learning Infrastructure Committee
381 The primary purpose of this committee is to set standards and guidelines for the undergraduate
382 courses in the EED and maintain the functioning of the undergraduate programs. While this
383 committee's focus is the FEP since that is a pillar of the EED, it is also responsible for matters
384 concerning undergraduate courses and programs beyond the FEP.
385
386 Graduate Studies and Research Infrastructure Committee
387 The primary purpose of this committee is to set standards and guidelines for the graduate
388 courses in the EED and maintain the functioning of the graduate programs and research
389 enterprise. The chair of this committee is a member of the EED faculty who is also a member
390 of the graduate faculty as defined by the Graduate School. This committee is the liaison
391 between the Graduate School and the graduate faculty members in the graduate program (see
392 the Graduate School Handbook, Section 14.0). The graduate program manager serves as a
393 member of this committee. Regarding research, this committee communicates research
394 efforts and engages with the research community through strategic partnerships.
395
396 Professional Development and Recognitions Committee
397 The primary purpose of this committee is to promote professional development among
398 employees and recognize employees for outstanding contributions to engineering education.
399 This committee keeps abreast of awards and other promotional events and citations for which
400 EED members may be eligible and nominates members for recognition and professional
401 development opportunities as appropriate.
402
403 Inclusion, Culture, and Diversity Committee
404 The primary purpose of this committee is to evaluate and foster diversity and inclusivity of
405 the EED climate. This may include but is not limited to exploring, designing, and executing
406 activities, events, initiatives, and programs to facilitate professional engagement, community-
407 building, and equity.

408

Capital Resources and Employee Welfare Committee

The primary purpose of this committee is to manage and use current and future EED
infrastructure resources including physical facilities, technology, and safety protocols for the
optimal functions and needs of the EED. This committee works closely with other committees
to ensure all EED needs are being met.

Faculty Search Committee

In years when faculty searches are being conducted, the primary purpose of this committee is
to search, not to hire. It requires proactive placement of advertisements, contacts with other
institutions, attendance at professional conferences, maintaining contact with potential future
candidates and networking with colleagues in order to net the broadest possible pool of job
applicants. This committee does not have a charter. The committee's specific responsibilities
are described in the Appointments, Promotion, and Tenure document.

Promotion and Tenure Committee

The primary purpose of this committee is to support the promotion and tenure of faculty
within the EED. The committee consists of three voting-eligible faculty members. The
committee's specific responsibilities are described in the Appointments, Promotion, and
Tenure document.

Executive Committee

The primary purpose of this committee is to serve as an administrative body and to assist with
the execution of the strategic vision for the EED representing the four pillars and the standing
committees. The Chair, Associate Chair, and at least one representative from each pillar and
standing committee will comprise the executive committee. Other members may be appointed
to the executive committee given departmental priorities. The Department Chair serves as
Chair of the executive committee.

In meetings, members report on their respective areas and voice concerns of the EED
members they represent. They work collectively to create cohesion across the EED and
identify ways to leverage resources, streamline processes, and advance the EED's strategic
plan. Executive committee members are expected to communicate information from meetings
to the EED stakeholders they represent. Executive committee reports and minutes are made
available to the EED and may be commented upon at faculty and staff meetings. The EED
executive committee meets at least once per academic semester.

E   Advisory Groups

E.1.   Advisory Board

The EED's advisory board shall serve as a link between the department, alumni, engineering
educators, practicing engineers, policy makers, and educators in informal and formal K-12 and
higher education settings. The main purpose of the advisory board is to provide strategic
advice about current and future directions of the EED including periodic reviews of EED

453 academic and research programs. Activities may include, but are not limited to, reviewing
454 EED best practices and offering guidance about engagement with these practices in the EED;
455 suggesting and connecting the EED to new partnerships outside of the engineering education
456 community; identifying new areas of research funding; marketing EED activities; and
457 providing feedback about the EED's current and future research directions.
458
459 The Board meets annually on-campus. Members serve a two-year term with the possibility of
460 renewal based upon EED priorities and resources. The chair and vice-chair of the advisory
461 board are elected by the committee. Additional duties of members may include responding to
462 email with questions and comments prior to and after each meeting and mutually agreed upon
463 special task force assignments. Coordination is provided by the Chair and/or Associate
464 Chair(s) of the department.
465

466 **E.2.   Student Instructional Leadership Team**
467
468 The Student Instructional Leadership Team (SILT) is a committee of experienced graduate and
469 undergraduate teaching assistants (TAs) with the objective to aid undergraduates enrolled in
470 EED courses. The team offers assistance in a wide range of topics, including all first-year
471 courses, TA training, and computer programming. The SILT leadership team strives to enhance
472 the program's learning objectives, support curriculum enhancements, and create consistency.
473 SILT also supports TAs through training to further their teaching, professional, and personal
474 development and foster general improvements across the program. SILT members are selected
475 from current TAs through an application process that occurs each spring semester. To be
476 eligible for any instructional leadership position within the FEP, prospective students must have
477 served in a teaching role for at least one year prior to their term. Oversight and coordination is
478 provided by an Associate Chair and/or designated faculty member of the department.
479

480 **VIII Faculty and Staff Meetings**
481
482 The Chair provides to the faculty and staff a schedule of department faculty and staff meetings
483 at the beginning of each academic semester. The schedule provides for at least one meeting
484 per semester and normally provides for monthly meetings. A call for agenda items and
485 completed agenda is delivered to faculty and staff by e-mail before a scheduled meeting.
486 Reasonable efforts are made to call for agenda items at least seven days before the meeting
487 and to distribute the agenda by e-mail at least three business days before the meeting. A
488 meeting of the department faculty and staff will also be scheduled on written request of 25%
489 of the department faculty and staff. The Chair makes reasonable efforts to have the meeting
490 take place within one week of receipt of the request. The Chair distributes minutes of faculty
491 and staff meetings to faculty and staff by e-mail—within seven days of the meeting if possible.
492 These minutes may be amended at the next faculty and staff meeting by a simple majority vote
493 of the faculty and staff who were present at the meeting.
494
495 Special policies pertain to voting on personnel matters, and these are set forth in the
496 department's Appointments, Promotion, and Tenure document.
497

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 a simple majority of all faculty and staff members eligible to vote.

Either the Chair or one-third of all faculty and staff members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty and staff members eligible to vote. Balloting is conducted by e-mail when necessary to assure maximum participation in voting. When conducting a ballot by email, faculty and staff members are given one week to respond.

When a matter must be decided and a simple majority of all faculty and staff members eligible to vote cannot be achieved on behalf of any position, the Chair, upon consultation with the Associate Chair(s), makes the final decision.

The department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally department meetings are 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 are invoked when more formality is needed to serve these goals.

IX   General Meetings

The Chair provides to the faculty, staff, graduate teaching associates, and undergraduate teaching assistants a schedule of department general meetings at the beginning of each academic semester. The schedule provides for at least one meeting per semester and includes a multiple-day teaching orientation prior to the start of autumn semester. These meetings are used for professional development, community building, and brainstorming departmental policy options. A call for agenda items and completed agenda is delivered via e-mail before a scheduled general meeting.

X   Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities (see the OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.5).

During on-duty periods, faculty members are expected to be available for interaction with students, research, and departmental meetings and events even if they have no formal course assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XIII) or on approved travel. The definition of on-duty is defined by Faculty Rule 3335-5-07:

> *"Faculty members who are on duty are accountable for meeting the formal and informal obligations associated with research, service, and/or teaching or clinical practice. Duties and responsibilities are assigned annually in accordance with the workload guidelines laid*

543   *out in the pattern of administration of each faculty member's tenure initiation unit and, as*
544   *appropriate, regional campus.*

545   *Full-time, twelve-month, faculty members are expected to be on duty for an average of*
546   *nineteen working days a month, with working days defined as weekdays that are not*
547   *designated as university holidays. Faculty members on nine-month appointments are*
548   *commonly on duty for nineteen working days a month averaged over a nine-month period.*
549   *The most common pattern for a nine-month on-duty period under semesters is from August*
550   *15 to May 15.*

551   *Breaks within a given semester, summer term, or session, as well as any days between the*
552   *end of the exam period and the beginning of the next semester or session, will be considered*
553   *off-duty days. Faculty on twelve-month appointments are on duty on all working days except*
554   *for the days they accrue and designate as vacation days. Terms of duty for full-time*
555   *associated faculty on nine- or twelve-month appointments should parallel the terms for*
556   *nine- and twelve-month tenure-track faculty unless otherwise specified in their annual letter*
557   *of appointment; terms for shorter-term associated faculty are specified in their annual letter*
558   *of appointment."*

559   The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the
560   demands and resources of the department and the individual circumstances of faculty
561   members may warrant temporary deviations from these guidelines. Assignments and
562   expectations for the upcoming year are addressed as part of the annual review by the
563   Department Chair.
564
565   A full-time faculty member's primary professional commitment is to The Ohio State
566   University and the guidelines below are based on that commitment. Faculty who have
567   professional commitments outside of Ohio State during on-duty periods (including teaching
568   at another institution; conducting research for an entity outside of Ohio State; external
569   consulting; etc.) must disclose and discuss these with the Chair in order to ensure that no
570   conflict of commitment exists. Information on faculty conflicts of commitment is presented
571   in the OAA Faculty Conflict of Commitment policy.
572
573   In determining faculty workloads, flexibility is important and needed to recognize that there
574   is variability in the amount of teaching, research and service activities of individual faculty
575   members. With regard to teaching, university guidelines usually specify a number of
576   "standard" courses to be taught by tenure-track, clinical, and associated faculty where
577   "standard" is a three-credit hour course (with 160 to 165 contact minutes per week). Because
578   many of the courses taught in the EED are non-standard, either because of the number of
579   credit hours, contact time, or instructional mode/style, a conversion table representing the
580   "standard" course equivalent of the various non-standard EED courses is used. This
581   equivalency table used in the assignment of teaching load is developed with the Associate
582   Chair and voted on at a departmental meeting. This table will be reviewed and updated
583   annually at the end of spring semester. The equivalent standard teaching assignment may
584   vary for individual faculty members based on their research, administrative, and/or service
585   activity. Adjustments to the equivalent standard teaching assignment for all faculty may be

586 made to account for teaching a new class, the size of the class, whether the class is taught on-
587 line or team-taught, studio nature of the class, and other factors that may affect the
588 preparation and teaching time involved in teaching the course.
589
590 **A   Tenure-track Faculty**
591
592 Tenure-track faculty members are expected to contribute to the university's mission via
593 teaching, scholarship, and service. When a faculty member's contributions decrease in one of
594 these three areas, additional activity in one or both of the other areas is expected. In addition,
595 ongoing professional development is encouraged and expected.
596
597 **Teaching**
598
599 All tenure-track faculty are expected to contribute to the department's teaching, including
600 large enrollment and specialized courses in both the undergraduate and graduate
601 curriculums. The standard teaching assignment for full-time tenure-track faculty members is
602 four (4) courses per academic year (Refer to the EED's internal conversion table for
603 variations). Faculty members are also expected to advise graduate students and supervise
604 graduate and undergraduate students in independent studies, theses, and/or dissertations.
605
606 Faculty members who are especially active in research can be assigned an enhanced research
607 status that includes a reduced teaching assignment. Likewise, faculty members who are
608 relatively inactive in research can be assigned an enhanced teaching status that includes an
609 increased teaching assignment. Faculty members who are engaged in extraordinary service
610 activities (to the department, college, university, and in special circumstances professional
611 organizations within the discipline) can be assigned an enhanced service assignment that
612 includes a reduced teaching assignment.
613
614 The Chair is responsible for making teaching assignments on an annual basis and may
615 decline to approve requests for adjustments when approval of such requests is not judged to
616 be in the best interests of the department. All faculty members must do some formal
617 instruction and advising over the course of the academic year.
618
619 **Scholarship**
620
621 All tenure-track faculty members are expected to be engaged in scholarship as defined in the
622 department's Appointments, Promotion, and Tenure Document. A faculty member who is
623 actively engaged in scholarship will be expected to publish regularly in reputable peer-
624 reviewed journals as well as in other appropriate venues, such as edited book chapters of
625 similar quality and length as articles. Faculty engaged in basic or applied research are
626 expected to attract funding to support their research program. Faculty members are also
627 encouraged to seek appropriate opportunities to communicate their work and to engage in
628 other commercial or entrepreneurial activities stemming from their research.
629

Service

Tenure-track faculty members are expected to be engaged in service and outreach to the department, university, profession, and community. The number of committees on which a faculty serves varies depending on the nature of the assignment (e.g., service as committee chair, service on a particularly time-intensive committee, leadership in a professional society, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university). Tenure-track faculty members are expected to be collegial members of the EED via participation in faculty meetings and other department events as appropriate.

Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Faculty Special Assignment Policy](). The information provided below supplements these policies.

Tenure-track faculty will normally be provided a SA for research for one semester, during their probationary period. Reasonable efforts will be made to award SA opportunities to faculty members based on the quality of faculty proposals, including their potential benefit to the department or university and the need to assure that sufficient faculty are always present to carry out department work. The department's Promotion and Tenure Committee will evaluate all SA proposals and make recommendations to the Chair. The Chair's recommendation to the Dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

B   Clinical Faculty

Clinical faculty members are expected to contribute to the university's mission via teaching and service and, to a lesser extent, scholarship. Service expectations are similar to those for the tenure-track. Ongoing professional development is encouraged and expected.

Teaching

All clinical faculty are expected to contribute to the department's teaching in courses or instructional situations involving professional skills. The standard teaching assignment for full- time clinical faculty members is six (6) courses per academic year. (Refer to the EED's internal conversion table for variations.)

Scholarship

All clinical faculty members are expected to be engaged in scholarship as defined in the department's Appointments, Promotion, and Tenure Document. A clinical faculty member who is actively engaged in scholarship is expected to participate in research through collaboration with tenure-track faculty and publish regularly in high quality peer-reviewed conference proceedings. Faculty engaged in basic or applied research are expected to attract

677 internal and/or external funding to support teaching and learning within the EED. There is no
678 requirement for graduate student support but clinical faculty may apply for "M Status" to
679 advise Master's Candidates.
680
681 **Service**
682
683 Clinical faculty members are expected to be engaged in service and outreach to the
684 department, university, profession, and community. The number of committees on which a
685 faculty member serves varies depending on the nature of the assignment (e.g., service as
686 committee chair, service on a particularly time-intensive committee, leadership in a
687 professional society, organizing a professional conference, leadership in an educational
688 outreach activity, service in an administrative position within the department, college, or
689 university). Clinical faculty members are expected to be collegial members of the EED via
690 participation in faculty meetings and other department events as appropriate.
691
692 **C   Research Faculty**
693
694 Research faculty members are expected to contribute to the university's mission via research.
695 In accord with Faculty Rule 3335-7-34, a research faculty member may, but is not required to,
696 participate in educational activities in the area of his or her expertise on a limited basis. Under
697 no circumstances may a member of the research faculty be continuously engaged over an
698 extended period of time in the same instructional activities as tenure-track faculty. Scholarly
699 expectations of research faculty are similar to those for tenure-track faculty, albeit
700 proportionally greater since the majority of effort for research faculty members is devoted to
701 research. Specific expectations are spelled out in the letter of offer.
702
703 Research faculty members are expected to be collegial members of the EED via participation
704 in faculty meetings and other department events as appropriate.
705
706 **D   Associated Faculty**
707
708 Associated faculty include compensated tenure-track and clinical faculty with <50% FTE,
709 visiting faculty, senior lecturers, and lecturers. Compensated associated faculty members
710 are expected to contribute to the university's mission via teaching or research depending
711 on the terms of their individual appointments. Associated faculty may, with approval
712 from the Chair and Associate Chair, apply as an Ohio State Principal Investigator and
713 may engage in research and/or in the scholarship of teaching and learning (SoTL) for
714 compensation on a case-by-case basis. Associated faculty are expected to contribute to
715 the department's mission via teaching. The standard teaching assignment for full-time
716 associated faculty is eight (8) courses per academic year. (Refer to the EED's internal
717 conversion table for variations.)
718
719 Faculty members with tenure-track or clinical titles and appointments <50% FTE have
720 reduced expectations based on their appointment level.
721

722 Expectations for compensated visiting faculty members are based on the terms of their
723 appointment and are comparable to that of tenure-track or clinical faculty members, weighted
724 by the percentage FTE.
725

726 Associated faculty are encouraged to engage in service and outreach to the department as
727 outlined in their contracts. They are encouraged to explore other service opportunities across
728 the university and within their profession and community as appropriate. Associated faculty
729 members are expected to be collegial members of the EED via participation in faculty
730 meetings and other department events as appropriate.
731

E   Professional Development

734 EED faculty and staff are encouraged to engage in professional development activities to
735 increase their own and the department's effectiveness. Funding of professional development
736 activities may or may not be provided by the EED and is based on annual availability of
737 funds. For this reason, it is recommended that faculty and staff proactively identify no- and
738 low-cost activities as well as paid professional development activities that align with their
739 current and future career trajectories and improve one's capabilities in teaching, research,
740 service, or professional self- management.
741

F   Courtesy Appointments for Faculty

744 Faculty with appointments in other units of the university are eligible for no-salary
745 appointments (0% FTE courtesy) in the EED. The rights and responsibilities of such faculty
746 are determined by EED as set forth in this document. A no-salary faculty affiliation with
747 EED carries the expectation of significant contribution to EED, equivalent to the teaching of
748 one three credit course each year, or equivalent service in research and other scholarly
749 activities, outreach education, and international programs. In general, no-salary faculty
750 privileges can include, but are not limited to the following:
751

- Advising graduate students in accordance with their graduate faculty status
- Teaching at the undergraduate and, if approved by the Graduate School, the graduate level
- Attending and participating in faculty meetings, but without voting privileges
- Serving on departmental committees
- Serving on search committees

G   Modification of Duties

761 The Department of Engineering Education strives to be a family-friendly unit in its efforts to
762 recruit and retain high quality faculty and staff members. To this end, the department is
763 committed to adhering to its guidelines on modification of duties to provide its faculty and
764 staff flexibility in meeting work responsibilities associated with birth or adoption of a child,
765 or care for an immediate family member who has a serious health condition, or a qualifying
766 exigency arising out of the fact that the employee's immediate family member is on covered
767 active duty in a foreign country or call to covered active duty status.

768
769   The College of Engineering and the EED are committed to providing a work environment that
770   is healthy, supportive and considerate of employee work and personal life obligations. The
771   College's Policy on Modification of Duties (see COE's most recent POA) is intended to assist
772   faculty with better integration of their professional and personal lives to help faculty feel more
773   productive, engaged, and satisfied in their work environment.
774
775   The faculty and staff member requesting the modification of duties and the Department Chair
776   should be creative and flexible in developing a solution that is fair to both the individual and
777   the unit while addressing the needs of the university. Expectations must be spelled out in a
778   memorandum of understanding (MOU) approved by the Dean.
779
780   The University provides specific leave benefits under the Paid Leave Programs Policy 6.27 in
781   conjunction with the Family and Medical Leave (FML) Policy 6.05 for serious health
782   condition of the employee that prevents the employee from performing his or her job, birth or
783   adoption of a child, or care for an immediate family member who has a serious health
784   condition, or a qualifying exigency arising out of the fact that the employee's immediate
785   family member is on covered active duty in a foreign country or call to covered active duty
786   status.
787
788   The College of Engineering Policy on Modification of Duties provides further assistance
789   to faculty to manage their workload and is not subject to the twelve-month minimum
790   employment period indicated in Policy 6.05:
791

792   1) Faculty members who experience an event will receive modified duties for the
793   semester nearest to the event, to be used in conjunction with university family or
794   medical leave policies.
795   2) The modified duties would release the faculty member from 50% of their course teaching
796   assignments for the academic year. Should 50% of the course teaching lead to a non-
797   integer number (such as 1.5) then the fractional portion may be banked and taught in a
798   future year or an arrangement can be made to co-teach a course if such an arrangement is
799   reasonable given the EED's teaching needs.
800   3) The faculty member would be expected to focus their "on-duty" time on advising
801   students, conducting research, and completing service during the modified duties
802   semester.
803   4) If the event occurs within a dual career household within the College of Engineering,
804   each partner would be eligible for modified duties which could be taken concurrently
805   or consecutively.
806   5) The college will provide funding to the EED with the event to cover 50% of the cost
807   of reassignment of teaching responsibilities, if costs are explicitly incurred.
808   6) The faculty member is responsible for completing modified duties memorandum of
809   understanding prior to the event, using a template provided by the college. The MOU will
810   be reviewed and approved by the Chair and the Dean. The MOU shall be approved in
811   accordance with the EED and the faculty member's needs.
812   7) The modified duties shall be noted in the annual review letter for that year.
813   8) Exceptions will be considered on a case-by-case basis by the Chair and Dean.

814	
815	**XI Course Offerings and Teaching Schedule**
816	

The Department Chair and/or Associate Chair(s) will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort is made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, 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 required by Faculty Rule 3335-8-17 will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. 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 semesters of offering to assure that instructional expertise is always available for such courses.

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 optimize achievement of department goals.

The Chair will discuss the department budget at least annually with the faculty and staff. 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 considers such things as achieving proximity of faculty in sub-disciplines 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 and Office of Human Resources Policies and Forms website. The information provided below supplements these policies.

A   Discretionary Absence

Faculty and staff 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 semester is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence longer than ten consecutive business days (see Faculty Rule 3335-5-08) and must be requested at https://eleave.osu.edu/.

B   Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty and staff 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.

C   Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45.

D   Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leave. The information provided below supplements these policies.

The department's Promotion and Tenure Committee will review all requests for faculty professional leave and make a recommendation to the Department Chair. Aligned with the review process, highest priority in the review process will be given to those applicants who have a positive record of achievement, service, and commitment to the University and can show the benefits of the requested leave to their continuing professional development and to the university. Specifically, the committee assesses applications based on:

1. The degree to which the proposed activity meets the stated objectives of the Professional Leave Program, which are:
   a. To enhance their teaching effectiveness, scholarly interests and overall performance
   b. The University's academic programs can be strengthened and developed

2. The degree to which the applicant's goals can realistically be achieved during the period requested. The committee will evaluate the merit of the off-campus experience and the scheduling of such absences. Consideration should be given to the importance of the assignment and the likelihood of suitable arrangements for handling the faculty member's duties and assignments during any absence.

The Chair's recommendation to the Dean regarding a Faculty Professional Leave proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.

XIV Supplemental Compensation and Paid External Consulting

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation. Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting. The information provided below supplements these policies.

This department adheres to these policies in every respect. In particular, this department expects faculty and staff 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 or Associate Chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is university policy that faculty may not spend more than one business day per week on supplementary compensated activities and external consulting combined. Expectations for staff engaged in external consulting should be discussed with human resources prior to entering into a consulting agreement with an external entity.

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.

OAA also requires colleges and departments to determine a process for a faculty member to request permission to use a textbook or other material that is authored by that faculty member and the sale of which results in a royalty being paid to him or her.

XV Financial Conflicts of Interest

Information on faculty financial conflicts of interest is presented in the university's Policy on Faculty Financial Conflict of Interest. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

Faculty members with external funding or otherwise required by university policy are
required to file conflict of interest screening forms annually and more often if prospective new
activities pose the possibility of financial conflicts of interest. Faculty who fail to file such
forms or to cooperate with university officials in the avoidance or management of potential
conflicts will be subject to disciplinary action.

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment
that arise in relation to consulting or other work done for external entities.

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. Content below describes 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 or staff members who are not satisfied with the outcome of the discussion with the
Chair and wish to pursue the matter may be eligible to file a more formal salary appeal (see
the Office of Academic Affairs Policies and Procedures Handbook.

Staff members who are not satisfied with the outcome of the discussion with the Chair and
wish to pursue the matter should contact Employee and Labor Relations in the Office of
Human Resources.

B   Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set
forth in Faculty Rule 3335-5-04.

C   Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05.

D   Sexual Misconduct

The university's policy and procedures related to sexual harassment are set forth in OHR
Policy 1.15.

998 **E   Student Complaints**
999

1000 Normally student complaints about courses, grades, and related matters are brought to the
1001 attention of individual faculty members. In receiving such complaints, faculty should treat
1002 students with respect regardless of the apparent merit of the complaint and provide a
1003 considered response. When students bring complaints about courses and instructors to the
1004 Department Chair, the Chair will first ascertain whether or not the students require
1005 confidentiality. If confidentiality is not required, the Chair will investigate the matter as fully
1006 and fairly as possible and provide a response to both the students and any affected faculty. If
1007 confidentiality is required, the Chair will explain that it is not possible to fully investigate a
1008 complaint in such circumstances and will advise the student(s) on options to pursue without
1009 prejudice as to whether the complaint is valid or not.
1010

1011 Faculty complaints regarding students must always be handled strictly in accordance with
1012 university rules and policies. Faculty should seek the advice and assistance of the Chair and
1013 others with appropriate knowledge of policies and procedures when problematic situations
1014 arise. In particular, evidence of academic misconduct must be brought to the attention to a
1015 departmental Associate Chair or designee before being brought to the Committee on
1016 Academic Misconduct (see https://oaa.osu.edu/academic-integrity-and-misconduct and
1017 https://senate.osu.edu/information/committee-on-academic-misconduct-coam/).
1018

1019 **F   Code of Student Conduct**
1020

1021 In accordance with the Code of Student Conduct, faculty members will report any instances of
1022 academic misconduct to the Committee on Academic Misconduct.
1023

APPENDIX (Committee Charters Template)

<div align="center">

Charter for the Department of Engineering Education
COMMITTEE NAME

</div>

Purpose:
The primary purpose of the Committee Name is to …

Role:
The activities of the committee include:

- Fill in activities. Please keep final bullet point about communication.
-
-
-
-
- Communicating with other EED committees based on need and overlap. For example, communicating facility and technology needs to the Capital Resources and Employee Welfare Committee.

This committee serves executive functions on the above activities, except where noted that other committees are involved. The Department Chair may provide input into all activities of the committee.

Membership:
The committee chair will be appointed by the Department Chair. The committee will generally have between XX to XX members in addition to the committee chair. Membership is reviewed and updated annually by the Department Chair, and should include (Any special membership criteria or categories).

Ex officio members: Department Chair
Non-EED Members: If applicable

Objectives:
The Committee Name will …

Meetings:
The Committee Name meets at least once per month, more frequently if needed to handle its responsibilities. Some issues may be handled electronically to expedite the process.

Reports:
The Committee Name reports to the faculty with a written and oral report a summary of actions taken that modify the undergraduate courses offered by EED and any issues that require broader discussion and/or faculty participation.

Rules:

All meetings shall be conducted under Robert's Rules of Order Revised, unless waived by a vote of a simple majority of those present. At least 50% of the voting members of the Committee Name shall constitute a quorum. Voting by proxy shall not be permitted.

The Committee Name may recommend additional rules and bylaws as it deems necessary to conduct its affairs.

Amendments:

The Charter, rules, and bylaws may be amended at any regular EED faculty meeting. If 7 days previous notice has been given in writing to all members stating the nature of the amendment, the Charter, rules and bylaws may be amended by a two-thirds vote of those voting, a quorum being present. Amendments will become effective immediately after approval by the Chair of the department.

Charter Version: Draft – DD Month YYYY

Charter approved on: TBD