

# School of Environment & Natural Resources

## Pattern of Administration

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## I. FOREWORD

This document describes the organizational structure of the School of Environment and Natural Resources' (School). It also provides a compilation of the School's major policies and procedures that affect School faculty as an administrative and tenure-initiating unit (School) within the Ohio State University's College of Food, Agricultural, and Environmental Sciences. This document is intended to provide the link between specific *Rules of the University Faculty* (Rules) and to supplement current policies and procedures of the College and University<sup>1</sup>. This *Pattern of Administration* document is subject to continuing revision. There will be occasions when changes in College and University policies will supersede some of the policies contained in this document. It is the responsibility of the Director as well as the faculty to periodically review this document and revise it as necessary.

The reputation, productivity, and functioning of any academic unit is contingent upon the quality and synergistic relationships of its faculty. To paraphrase Professor James Fullington in his 1952 foreword to the OSU Department of English manual on administrative organization:

*This School "is neither a machine nor an organism; it is a community of teachers and scholars who should be trying to effect a common mission. As in all social groups, the least government is the best; yet the [School] is so large that in order to release the energies of its members for their primary purpose of teaching and scholarship some minimum of order is necessary. But rigid adherence to rules should never be allowed to interfere with achieving what is best for our students, our [School], our university and our profession. In the last analysis, our ends will be most readily gained not by a constitution and by-laws, but by the harmonious and cooperative endeavor of every member of our community."*

Although this community of teachers and scholars is discipline-based, the School's programs integrate these and other disciplines into a variety of curricula, research, and extension outreach programs. Scholarship shall be the hallmark of each of these program functions, and shall be defined as creative intellectual work that is validated by peers and communicated to appropriate audiences. The taxonomic subsets of scholarship will be guided by the definitions proposed by Boyer<sup>2</sup> and have been sanctioned by the College of Food, Agricultural and Environmental Sciences (see Appendix IV – CFAES Faculty Reward System Guidelines for Annual Performance Review, Promotion and Tenure). The School recognizes and values the opportunity to advance scholarship in teaching, integration, synthesis, and application, and that this rests on the scholarship of discovery.

To that end, all faculty in the School are allocated time for discovery in order to provide advances in one or more of the following scholarly areas.

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<sup>1</sup> Bylaws of the Board of Trustees; Rules of the University Faculty <http://trustees.osu.edu/rules/university-rules>; Graduate School Handbook; College of Agriculture Policy Series.

<sup>2</sup> E.L. Boyer, 1993. Scholarship Assessed. OSU Graduate School Lecture, April 29, 1994.

- Scholarship of Discovery – original research and products of intellectual inquiry, including both fundamental or basic research and strategic or applied research executed either independently or collaboratively.
- Scholarship of Teaching – dissemination and extension of scholarship for human development and benefit.
- Scholarship of Integration or Synthesis – knowledge takes on meaning when placed in larger context and is integrated or synthesized with other knowledge and disciplines.
- Scholarship of Application – relating theories and knowledge to the problems, issues and realities of life.

## II. VISION AND MISSION

### A. Premise

Cohen<sup>3</sup> has stated that basic ecology married to human purpose begets applied ecology, the aim and objectives of which are to satisfy human desires and wants. People's sustenance and well-being, therefore, are inextricably linked to the earth and its endowment of natural resources. But because people often over-utilize or mismanage natural resources through short-term goals, expediency, ignorance, and/or desperation, the natural resource base and ecological processes that sustain this base become compromised. It is the School's premise that the sustainability of humankind's well-being is predicated on the wise use and management of its natural resource base and the maintenance of the integrity of those ecosystem processes that sustain and undergird this natural resource base. This premise was also espoused by Aldo Leopold<sup>4</sup> who stated that "the practice of conservation must spring from a conviction of what is ethically and aesthetically right, as well as what is economically expedient. A thing is right only when it tends to preserve the integrity, stability, and beauty of the community, and the community includes the soil, waters, fauna, and flora, as well as people."

### B. Concept

*The School of Environment and Natural Resources is an interdisciplinary unit that conducts research, teaches undergraduate and graduate degree programs, provides professional and public service, and extends information to the general public, stake holders, and managers about natural resources sciences in order to promote the well-being of society and the biosphere. The School's foundation is its interdisciplinarity, coupling the natural and physical sciences with the human and*

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<sup>3</sup> Cohen, J.E. 1995. How Many People Can the Earth Support? W.W. Norton and Co., Inc. N.Y. p. 248.

<sup>4</sup> Leopold, A. 1947. The Ecological Conscience. Wisc. Cons. Bull. 12(12):4-7.

management sciences in support of sustainable natural resources management.

**C. Vision**

*A productive society in harmony with a sustainable and healthy environment.* The School of Environment and Natural Resources will be guided by a deeply held stewardship ethic and the enduring vision of a productive society whose use of its resources is in harmony with an environment that is sustainably managed.

**D. Mission**

*To enhance and impart knowledge of natural and social systems and their essential interrelationships in the context of natural resource use and management, and to continuously improve the academic strength of the School through effective teaching, including extension teaching, sound research, and by hiring the best possible faculty.*

**E. Goals**

The School's goals are to:

- 1) provide leadership,
- 2) educate students and the public, and
- 3) generate new knowledge,

in order for individuals and society to utilize and manage natural resources in an environmentally compatible and socially acceptable manner. These goals are achieved through the development and application of science- and research-based management strategies, practices, and policies. These goals are also achieved by hiring high quality faculty who execute effective scholarship in all of its forms for a variety of disciplines and programs that integrate the natural and social sciences. The School provides the academic home where natural sciences and social sciences are brought together to address these goals.

### **III. FACULTY MEMBERSHIP**

**A. Faculty Membership – General**

Faculty membership in the School shall include tenure-track and non-tenure-track faculty (including research, professional practice, visiting, and adjunct faculty, and lecturers) as defined by Faculty Rule 3335-5-19. To be eligible to vote all faculty with non-tenure track appointments, and faculty with administrative appointments, must be approved by the tenure-track faculty (see Section V.B.5).

**B. Tenure-Track Faculty**

These are persons with the titles of professor, associate professor, assistant professor, and instructor who serve on appointments totaling fifty percent or more service to the University. Tenure-track faculty include faculty at regional campuses with the School as their tenure-initiating unit.

**C. Professional Practice Faculty**

These are practitioners with the titles of Professor of Professional Practice, Associate Professor of Professional Practice, and Assistant Professor of Professional Practice in Environment and Natural Resources with fixed-term contract appointments that do not entail tenure. Professional Practice faculty will be primarily engaged in teaching courses and in programs that train and educate students striving for careers in the environment and natural resources. Professional Practice faculty are also expected to play a role in total curriculum planning, to advise students and provide individual and group mentoring, to engage with stakeholders, and to design and deliver continuing education opportunities.

Professional Practice faculty may not comprise more than 15% of the number of tenure-track faculty in the School.

**D. Research Faculty**

These are persons with the titles of research professor, research associate professor, and research assistant professor with fixed-term contract appointments that do not entail tenure. Research faculty must be engaged in research related to the mission and goals of the School.

Research Faculty may not comprise more than 20% of the number of tenure-track faculty in the School.

**E. Associated Faculty – General**

Associated faculty are persons with adjunct titles, visiting titles, and lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling less than fifty per cent service to the university. Associated faculty appointments may be made for a maximum of three consecutive years and, with the exception of visiting titles, may be renewed.

**1. Adjunct Faculty**

Adjunct titles shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank, who provide significant, compensated or uncompensated service to the instructional and/or research programs of the University, and who need a faculty title to perform that service. Significant service would include teaching or assisting in the teaching of the equivalent of one or more courses, providing seminars with a frequency of at least annually, serving on graduate committees, and/or serving as a co-investigator or providing

substantive collaboration on a research project. Such individuals may be either non-University employees or university employees compensated on a non-instructional budget.

**2. Visiting Faculty**

Visiting titles shall be used to confer faculty status on individuals who have credentials comparable to faculty of equivalent rank at another institution who spend a limited period of time on formal appointment and in residence at this institution for purposes of participating in the instructional and research programs of the School. Visiting faculty titles will be commensurate with the academic title of the visiting faculty member's academic institution.

**3. Lecturers and Faculty with Tenure-track titles on less than 50% FTE**

These faculty include lecturers and senior lecturers and faculty with regular titles below 50 percent appointments and visiting faculty. These may be continuing appointments (FR 3335-5-19-1.1) with appointment terms of up to 36 months. Because these faculty are compensated, they will be contracted for very specific service to the School as spelled out in their letter of offer.

**F. Emeritus Faculty**

These are persons who have served the University as tenure-track, or research faculty who, upon retirement from the University, were recommended by the School Director, the Dean and the Executive Vice President and Provost for emeritus status. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters, but may have such other privileges as the School or the Office of Human Resources may provide.

**G. Courtesy, Non-Compensated (No-Salary) Faculty**

Courtesy appointments for tenure-track, or research, faculty in tenure initiating units (TIU) outside the School will utilize the faculty member's title as designated by his/her TIU. Courtesy faculty are expected to contribute significantly through substantial involvement in the academic work of the School. Courtesy appointments do not require formal annual review.

## IV. SCHOOL ORGANIZATION AND STRUCTURE

### A. General

Faculty Rule 3335-3-34 (D) (3) provides for a school to be organized or subdivided into subunits. The complexity of the School of Environment and Natural Resources is manifested through its mix of disciplines, specialties, and programs that vary in size, composition, and program focus. To facilitate the administration of, communication between, and collaboration among, faculty comprising these disciplines, specialties, and programs, it is necessary to have some organizational hierarchy or subgrouping of faculty.

### B. Organization Hierarchy

#### 1. Purpose and Objectives

The purpose and objectives of the School's organizational hierarchy are to: (1) aid the Director in the administration of a large and complex academic unit; (2) provide a small group mechanism for faculty involvement and input into the policies and functioning of the School; (3) foster communication among the faculty and administration; (4) promote program interdisciplinarity; and (5) provide a "home" for faculty with common disciplines and/or program interests.

#### 2. Academic Program Areas – Faculty Groups

The School's mix of faculty disciplines, subject matter specialties, and programmatic foci lends itself to three broadly-defined academic program areas comprised of *faculty groups*. These three academic program areas with corresponding faculty groups are:

- Environmental Sciences: Soil Science and Aquatic Science faculty
- Ecosystem Management: Wildlife (including Fisheries) and Forestry faculty
- Human Dimensions: Environmental Social Science and Rural Sociology faculty

Faculty may identify with, participate in, or be members of any or all academic program areas and faculty groups since they are not mutually exclusive, either academically or programmatically.

#### 3. Functions-Administrative Relationship of Faculty Groups

As set forth in Sections IV.A. and IV.B.1., the purpose of these academic program areas and their affiliations of faculty groups is not to establish formal administrative units such as divisions or

departments. The purpose of this organizational framework is to provide an informal organization of the School's faculty for effectively executing the School's programs, communicating programmatic needs, and facilitating the administration of the School's programs. The faculty groups will be the organizational framework upon which the Director will depend for soliciting input on equipment priorities, faculty and staff position priorities, information for developing budgets, and other program needs. These faculty groups will be one of the first lines of communication for programmatic input to the Director, even though such input and programmatic-staffing priority recommendations will come before the faculty of the whole as set forth in Sections V.B.6, V.C.1.a, and V.C.1.b.

**4. Faculty Group Leaders**

Each faculty group shall elect a group leader or coordinator whose role shall be to convene meetings of the faculty group, chair meetings, lead or initiate discussion on issues, and be the Director's contact person for the faculty group. The Associate Director shall seek nominations and conduct independent elections in the summer of odd numbered years. This leadership-coordination role should not be construed as an administrative appointment (no more than a standing or ad hoc committee chair); nor should such a role preclude any faculty member from having access to the Director at any time. Faculty Group Leaders shall be considered for replacement, rotation, or continuation no less than every two years (odd numbered years). Faculty Group Leaders shall be members of the SENR Executive Committee.

**5. Programmatic Representation Beyond-Within Faculty Groups**

Because each faculty group is involved in and with various programs (e.g. undergraduate majors, graduate programs, research interests, extension programs, etc.) that transcend any one group, it will be necessary from time to time to have someone take leadership of or be the spokesperson for these programs to address issues and plans relating to these programs. Rather than establish a formal subset of an organizational hierarchy beyond or below the faculty groups for each major and program, it will be assumed that the faculty group leader-coordinator, faculty group designee, faculty volunteer-leader of a particular program area, or appropriate standing committees (e.g. Graduate Studies Committees, Academic Affairs Committee, Honors Committee, et al.) shall represent the needs, concerns, and interests of these programs to the faculty groups, Director, appropriate standing or ad hoc committees, or the School faculty.

## V. DECISION-MAKING AND GOVERNANCE

### A. General

Policy and program decisions are made in a number of ways: by the School faculty as a whole; by standing or special ad hoc committees; and/or by the Director. The nature and importance of any individual matter determines how it is addressed. School governance proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Open discussion, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance.

### B. Meetings of the Faculty

Faculty meetings are convened for the purpose of: 1) formally acting on faculty appointments and recommendations pertaining to academic policies and programs; 2) discussing and formulating policy initiatives and program changes initiated by the Director, individual faculty, or standing/ad hoc committees; and 3) providing and transmitting information on matters of School interest.

#### 1. Convening Faculty Meetings

The Director will normally convene a monthly gathering of the faculty during the academic year. Meetings shall be held no less frequently than once each semester during the academic year (Rule 3335-5-18). For emergency or special meetings, as much prior notice as possible will be given, preferably at least 48 hours. Meetings of the faculty can be convened by written petition to the Director of at least 25 percent of the faculty eligible to vote (referred to as “eligible” hereafter). One month of each semester is reserved for the Graduate Committee Chair to call a meeting of the graduate faculty members.

#### 2. Agenda and Minutes

An agenda will be prepared for each meeting and written minutes will be kept by the School Secretary with the assistance of the Director’s Administrative Assistant and distributed from previous meetings at least 24 hours in advance of the next meeting. Minutes will be reviewed and approved as part of the faculty-staff meeting agenda and maintained as a permanent record.

#### 3. Who May Attend Meetings of the Faculty

All eligible faculty and associated faculty appointed within the School as well as all School staff are encouraged to attend and participate in-meetings of the faculty, except when the voting faculty meets in executive session (Refer to Section V.B.7)

**4. Quorum**

A quorum shall consist of at least one-half of the School's regular faculty at a previously announced (minimum 48 hours) faculty meeting. Absentee ballots or proxy votes on action items contribute to the quorum.

**5. Voting Eligibility**

All faculty approved by tenure-track faculty are eligible to vote on all matters. Courtesy faculty, staff and student representatives are not eligible to vote, but are expected to participate fully in all discussions as set forth in Section V.B.3. Except for promotion and tenure matters, proxy and absentee votes will be allowed for eligible faculty with defensible reasons for absence from faculty meetings. Absentee votes must be written, signed and dated; must reach the School Secretary within two working days following a faculty meeting; and may be made via fax or e-mail.

**6. Voting-Parliamentary Procedure**

Decision-making in the School shall be based on the principles of 1) full disclosure on all issues, 2) provision for open discussion and input from all faculty, administrators, and representatives of staff, and students, 3) the seeking of consensus on issues where possible, and 4) voting on issues where consensus cannot be reached and/or where motions and committee recommendations require approval. While parliamentary procedure shall follow Robert's Rules of Order, parliamentary procedure should remain a tool of civility in setting the best course for the School and adopting policies and recommendations for the good of the School. The complexity and broad spectrum of disciplines, programs, and interests in the School will always result in faculty majorities and minorities on many issues. While full disclosure and debate will be adhered to as a principle of governance in the School, the Director must be the final decision-maker and provide the leavening for the total School's interests as opposed to the interest of a particular entity that may have a duly constituted majority as affirmed via parliamentary procedure.

**7. Meetings of the Faculty in Executive Session**

The Director and/or members of the eligible faculty reserve the right to meet in executive session for the purpose of addressing issues deemed to be worthy of such a session, e.g. cases of personal, professional, or academic misconduct; promotion and tenure decisions/reviews; proposed reductions in work force required by severe budget reductions that the Director wishes to discuss with the faculty; and other cases where sensitive

information may need to be kept within the “family of the regular faculty.” Such executive sessions are presumed to be rarely convened and shall not be substituted for regular meetings of the faculty. Research faculty may participate in executive session meetings on all matters except promotion and tenure.

## **C. School Governance**

### **1. Director-Authority and Responsibility**

The Director is responsible for the general administration of the School’s programs as set forth in Faculty Rule 3335-3-35. Each member of the faculty shall be responsible to the Director (Rule 3335-1-03[D]) for the faithful and efficient performance of his/her duties. In accordance with the policies of the OSU Board of Trustees as set forth in the Rules, all administrative matters related to the School (e.g. appointments, recommendations, budget and resource requests, etc.) are forwarded to the appropriate administrative officer of the College and University by the School Director. While it is recognized that the Director’s function is not to rule dictatorially, the authority and responsibility to administer the School and its programs are vested in the Director. Nevertheless, it is incumbent upon the Director to provide for faculty consultation as set forth in Sections V.B.6. and V.C.1.a.

#### **a. Consultation with Faculty**

The Director will consult with the faculty as a whole on all academic policy matters, faculty appointments (including courtesy and associated faculty), strategic plans, and structural changes in the School (as opposed to administrative procedures and responsibilities, see Section V.C.1.d.), and such consultation will, whenever practicable, be undertaken at a meeting of the faculty as a whole. In principle, it will be understood that the faculty must be provided a forum for making input to the Director on matters pertaining to those issues set forth above.

#### **b. Faculty Majority Rule Related to Director’s Authority**

While the presumption favoring majority faculty rule on all matters is recognized in principle, the Director has the authority, within the span of control of his/her authority, to make and recommend decisions that may not follow the majority opinion of the faculty. In such cases, the Director is obligated to document the reasons and rationale for his/her decision to the faculty as set forth in Faculty Rule 3335-3-35(C)2.d. and in Section V.C.3. of this document.

**c. *Duties of the Director***

The duties of the School Director are set forth in Faculty Rule 3335-3-35 (Appendix I).

**d. *Discretionary Authority***

Since administrative procedures and responsibilities are not covered by the “Rules,” the Director must operate with discretion in bringing matters before the faculty for discussion and decisions. Clearly, matters related to educational and academic policy decisions and academic appointments must be brought before the faculty for decisions (VI.B.6 and VI.C.1.a), including the design and/or restructuring of faculty positions and selection of new faculty. However, the Director must retain discretionary authority so as to preclude the necessity to bring minor or routine administrative decisions to the faculty, thereby expediting the functioning of the School, administrative efficiency, and program effectiveness.

**2. Faculty Powers**

**a. *Authority***

Legislative authority has been vested with the regular faculty, subject to approval of the Board of Trustees, to establish educational and academic policies of the University (Rule 3335-1-04). Within subunits (e.g. School) of the University, however, all faculty are responsible to the Director for the faithful and efficient performance of their duties (Rule 3335-1-03.D and 3335-1-04.E).

**b. *Faculty Committee Authority***

In addition to the administrative positions and organization of the School, much of the School’s governance, functioning, policy formulation, and program implementation are carried out through both standing and ad hoc committees. Except where College and University rules and policies supersede the policies of this document (e.g. Graduate Studies Committees), all School committees are advisory to the Director where the issues and recommendations are within the span of control of the Director’s authority.

**3. Director-Faculty Conflict**

Where a decision made by the Director departs from the majority decision of the faculty, the Director shall notify the faculty of this decision at a meeting of the faculty and provide the rationale for this decision prior to the Director's recommendation to the administration as set forth in Faculty Rule 3335-3-3(C)2.d. The Director's recommendation to the administration shall indicate the opinion and vote (where appropriate) of the faculty and shall report the rationale for the faculty's decision in such cases.

**D. Peer Review of Tenure-Track and Non-Tenure-Track Faculty**

All tenure-track and non-tenure-track faculty in the School periodically undergo peer review of their teaching, research, and outreach activities. Peer review is a function of the School's standing committees, including Academic Affairs, Graduate Studies, (Research), and Promotion and Tenure, and also includes administrative functions. For example, all course proposals and changes are reviewed and approved by the AAC and GSC. Research proposals, for Hatch and McIntire-Stennis projects for example, must undergo peer review before being submitted to Ohio Agricultural Research and Development Center.

**E. Procedure for Revision of this Document**

Changes and revisions to this document will be made periodically in consultation with the faculty except where changes in University and College policies and rules supersede the procedures, policies, and criteria contained in this document. The Director will review this document at least every two years and consult with the faculty concerning changes that are needed to enhance the effective administration of the School. The faculty will be responsible for forwarding suggested changes or point out problems as they appear during the conduct of academic business.

## **VI. SCHOOL ADMINISTRATION**

**A. Director**

The functions and duties of the Director are spelled out in Section V.C.1 and in Appendix I.

**B. Associate Director/Assistant Director(s)/Program Coordinators**

The Director, in consultation with the School faculty, shall appoint an Associate Director, Assistant Director and/or Program Coordinators as deemed appropriate. These positions shall have specific functions and responsibilities as delegated by the Director.

**1. Associate Director**

The Associate Director shall be responsible for those functions, programs, and duties as spelled out in the position description appended (Appendix II) to this document. These responsibilities will be reviewed and revised as appropriate and rewritten with each change of Director. The Associate Director will serve concurrently with the Director's term of office and it shall not be assumed that the Associate Director's term will extend beyond that of the Director's term should the Director's appointment or occupancy of the position end for whatever reason.

**2. Assistant Director(s) and/or Program Coordinator(s)**

There shall be an Assistant Director at Wooster, a portion of whose responsibilities shall be the daily oversight and administering of the needs of the Wooster-based faculty, staff, and students. The Assistant Director at Wooster shall be responsible for those functions, programs and duties as spelled out in the position description appended (Appendix II) to this document. These responsibilities will be reviewed by the Director periodically and be revised as appropriate, and rewritten with each change of Director. This Assistant Director at Wooster and other Assistant Directors or Program Coordinators as deemed appropriate and appointed by the Director are not assumed to be fulltime administrative positions unless clearly defined and appointed as such by the Director. These Assistant Director or Program Coordinator positions will serve concurrently with the Director's term of office, and it shall not be assumed that the Assistant Directors' or Program Coordinators' terms will extend beyond that of the Director's should the Director's appointment or occupancy of the position end for whatever reason.

**C. School Secretary**

The School will provide for a School Secretary as defined in the Faculty Rule 3335-3-33. The Secretary's responsibilities shall be defined by the position announcement at the time of appointment and as subsequently reviewed and revised by the Director in consultation with the School Secretary, Associate Director, and Academic Affairs Committee as deemed necessary. The School Secretary, with the aid of the Director's Administrative Secretary, shall prepare minutes of all faculty meetings to be distributed at least 24 hours prior to the next regularly scheduled faculty meeting.

**D. Administrative Staff**

The positions of financial officer, administrative assistant, and office manager will be provided for to insure the proper functioning of the School. The Director shall be responsible for maintaining position

descriptions for these positions and/or delegating these functions to the Associate/Assistant Directors and/or appropriate support staff. The administrative staff, each headed by a team leader, shall be organized around team concepts with, but not limited to the following:

- Student Services/Academic Advising Team
- Business Operations Team
- Communications & Technology Team

## **E. Standing Committees**

The Director is an ex-officio member of every School committee including the Committee of the Eligible Faculty on which he/she is a non-voting member.

### **1. Director's Executive Committee**

#### **a. *Duties and Responsibilities***

The Executive Committee shall advise the Director on policy and programmatic concerns of the School, promote faculty involvement in decision making, and assure open communication among faculty, between subunits, and with the School's administration. The Executive Committee shall not function in place of faculty meetings as a forum for making faculty input but shall represent the various faculty and programmatic interests in advising the Director on matters where faculty input does not result in consensus or where the Director wishes to seek advice on any issue, including personnel issues.

#### **b. *Membership-Composition***

Members of the Executive Committee shall include the Director, the Associate and Assistant Director(s), and all Faculty Group Leaders.

### **2. Academic Affairs Committee**

The Academic Affairs Committee is responsible for leading, monitoring, and coordinating the instructional programs and policies of the School, including advising, and advises the Director on academic matters. It works closely and cooperatively with the Associate Director, the School Secretary and the Academic Program Manager, all of whom provide staff support to this

committee, and with the Graduate Studies Committees in terms of graduate programs.

**a. *Duties and Responsibilities***

The duties and responsibilities of the Academic Affairs Committee include:

- Reviewing, evaluating, and making recommendations to the faculty on the undergraduate curriculum of the School.
- Making recommendations on specific instructional programs of the School.
- Together with the Graduate Studies Committee, when appropriate, reviewing and making recommendations on new or revised instructional programs and new or revised course offerings.
- Monitoring and recommending actions on course scheduling, course prerequisites, and programmatic credit requirements.
- Reviewing and adjudicating petitions from students for variances in curricular requirements and serving as a reviewing body for grievances concerning courses, teaching performance and undergraduate advising.
- Overseeing policies dealing with the Undergraduate Honors Program and designating a member as a liaison with the Honors Committee and program.
- Reviewing, recommending, and monitoring approved affiliated faculty petitions and temporary teaching positions.
- Reviewing and advising on other requirements as set forth in this document.

**b. *Membership***

Membership of the Academic Affairs committee shall consist of six eligible faculty members (POA III.A.). Each school major will have a designated eligible faculty member responsible for representing that major at AAC meetings and serving as a liaison between AAC and the school faculty associated with that major. No member of the AAC will serve as the representative and liaison for more than one major. The committee will also include one undergraduate student and one graduate student. One of the six eligible faculty members shall be appointed as a member of the Honors Committee. The Associate Director and School Secretary shall serve as ex-officio members of the Committee and serve as liaison to the School and College Administration. All members of this Committee, except the ex-officio members, shall be eligible to vote.

**c. *Appointments and Terms***

The Director will appoint all eligible faculty (6), and student members (one undergraduate and one graduate student). The Director will consult with the Chair of the Academic Affairs Committee to obtain recommendations of faculty to serve on this committee. Likewise, the Director will consult with the officers of Grad Roots and the School Secretary, and others as appropriate, to identify and appoint the graduate and undergraduate student representatives, being conscious of rotating the undergraduate representative among the various student organizations. Each faculty member will be appointed for three year terms beginning July 1 with terms staggered for continuity. Student appointments shall be for one year. All members are eligible for reappointment. If a member of this committee must be replaced temporarily (e.g. SA, professional leave) the Director shall appoint someone else to replace the member only for the duration of absence, with the regular member resuming his/her term for the remaining period of appointment unless the term has expired.

**d. *Quorum***

A quorum shall consist of five (5) voting members of the committee, four of whom shall be eligible faculty representatives.

**e. *Committee Chair***

The committee annually elects or selects a chairperson from among its eligible faculty membership. The Chair may be re-elected if she/he is willing.

**f. *Honors Program Liaison***

One eligible faculty member of the Academic Affairs Committee shall be appointed to serve as the AAC liaison member of the Honors Program Committee.

**3. *Honors Committee***

**a. *Duties and Responsibilities***

The Honors Committee shall promote, oversee, and coordinate the School's Honors and Scholars Program

within the guidelines and program requirements of the University's Honors Program.

**b. *Membership and Composition***

This committee shall consist of four eligible faculty (one of whom will be the liaison member of the Academic Affairs Committee) and one Honors or Scholars Program student representative. All members are eligible to vote.

**c. *Appointment and Terms***

Committee members will be appointed by the Director for three year staggered terms, beginning July 1. The Director will consult with the Chair of the Honors Committee prior to making appointments to the Committee. The Academic Affairs liaison member will be considered for multiple year election or appointment as deemed appropriate by the Academic Affairs Committee (see Section VI.E.2.f.). The Honors or Scholars-student representative will be selected by the Director from among the School's Honors and Scholars students and shall serve for one year with the option for reappointment.

**d. *Committee Chair***

The Committee Chair will be appointed by the Director.

**e. *Quorum***

A quorum shall consist of at least two eligible faculty members.

**4. *Graduate Studies Committee-Environment and Natural Resources Graduate Program***

**a. *Responsibilities***

In addition to those duties specified in the University's *Graduate School Handbook*, the Environment and Natural Resources Graduate Studies Committee will serve as the oversight, coordinating, and governing body for the School's graduate program in Environment and Natural Resources.

**b. *Graduate Program Handbook***

It is the responsibility of the Graduate Studies Committee to compile and maintain a Graduate Program Handbook for the Graduate Program in Environment and Natural

Resources. This Handbook sets forth the specific duties of the Committee and lists Rules and Good Practices by which the Graduate Program in Environment and Natural Resources is to be managed. Each semester, except during summer, the Graduate Studies Committee will call a meeting of the graduate faculty in Environment and Natural Resources to discuss revisions to the Handbook and other graduate faculty matters. Following faculty input, the Committee will circulate a mail ballot on the proposed revisions. Upon a majority vote of those returning ballots, the revised Handbook will become immediately effective. The Graduate Studies Committee will update the Environment and Natural Resources Graduate Program Handbook to conform to changes in the University's *Graduate School Handbook* or other University policies and can make recommendations and additions for the purpose of clarification at any time without consultation with the faculty. A current copy will be kept on file in the School of Environment and Natural Resources office and shall be posted to the SENR web site.

**c. *Membership-Quorum-Chair (ENRGP Handbook 9.3)***

The Graduate Studies Committee comprises six faculty members who serve staggered, three-year terms and two graduate students who serve one-year terms. The Committee members represent and are elected by the faculty in the specialization tracks of the Environment and Natural Resources Graduate Program; Ecological Restoration and Ecosystem Science are represented by a single faculty member; Environmental Social Sciences, Fisheries and Wildlife Science, Forest Science, Rural Sociology, and Soil Science are each represented by a single faculty member. Student members include one master's and one doctoral student elected by the Environment and Natural Resources Graduate Program graduate students. Both serve as voting members of the Graduate Studies Committee. Graduate students will also elect one master's and one doctoral student who are non-voting alternates. Alternates are eligible to vote when replacing voting members who are absent. Both voting and alternate members are urged to attend all meetings to ensure continuity in the deliberations of the Graduate Studies Committee.

Faculty members are elected for three-year terms with two new members elected each year. Terms begin on July 1. The chair is elected by the Graduate Studies Committee from among its faculty members, serves for one year and

may be re-elected.

Elections to replace faculty members whose terms have expired are to be held during the Spring semester of each year. Early in the semester the Graduate Studies Committee chair will inform the appropriate track faculties that their representatives' terms are ending and they must elect a member by the end of the Spring semester to serve on the Graduate Studies Committee. A nomination must be accompanied by a statement from the nominee that he or she is willing to serve. Voting will be by email ballot sent to all members of the graduate faculty who will have a minimum of one week to return their ballots by replying to email ballot. The nominee receiving the largest number of votes will be elected. In the case of a tie, a runoff will be conducted.

Openings on the Graduate Studies Committee at other times for track faculties are to be filled by an election by the appropriate track faculty. The new track faculty representative will complete the term of the vacated position. The appointee will complete the term of the vacated position, which will then be filled by the regular election.

Calls for volunteers/nominations of student members and alternates are solicited each year by GradRoots (the SENR graduate student organization). Graduate student members serve one year terms beginning January 1 and may not be re-elected. Alternates, however, may volunteer or be nominated to serve an additional year as voting members.

To be eligible volunteer or be nominated to the Graduate Studies Committee, graduate students must be seeking either the master's or doctoral degree in the Environment and Natural Resources Graduate Program. Elected students must be able to complete their terms before they graduate.

A quorum exists when at least four voting members of the Graduate Studies Committee are present, at least three of whom must be faculty members. The Graduate Studies Committee chair is a voting member but votes only to break ties.

#### **5. Graduate Studies Committee-Soil Science Graduate Program**

The Soil Science Graduate Program was officially deactivated by the Ohio Board of Regents in January, 2009. As part of this action, a *legacy* Soil Science Graduate Program was created and will be

sustained through calendar year 2014 or until all students currently in the program are graduated.

**a. *Responsibilities***

In addition to those duties specified in the University's *Graduate School Handbook*, a Soil Science Graduate Studies Committee will serve as the oversight, coordinating, and governing body for the School's *legacy* graduate program in Soil Science.

**b. *Graduate Program Handbook***

It is the responsibility of the Graduate Studies Committee to compile and maintain a Graduate Program Handbook for the *legacy* Graduate Program in Soil Science. This Handbook sets forth the specific duties of the Committee and lists Rules and Good Practices by which the *legacy* Graduate Program in Soil Science is to be managed. Each semester, except during summer, the Graduate Studies Committee will call a meeting of the graduate faculty in soil science to discuss revisions to the Handbook and other graduate faculty matters. Following faculty input, the Committee will circulate a mail ballot on the proposed revisions. Upon a majority vote of those returning ballots, the revised Handbook will become immediately effective. The Graduate Studies Committee will update the Soil Science Graduate Program Handbook to conform to changes in the University's *Graduate School Handbook* or other University policies and can make recommendations and additions for the purpose of clarification at any time without consultation with the faculty. A current copy will be kept on file in the School of Environment and Natural Resources' office.

**c. *Membership-Quorum-Chair***

The Soil Science Graduate Program Handbook will set forth the composition of the Committee, including graduate student representation, the protocol for Committee membership (by election or appointment), duration of Committee membership, protocol and criteria for Graduate Faculty Status appointments and nominations, definition of a quorum, eligibility for voting privileges, and protocol for Committee chair selection.

**6. *Graduate Studies Committee-Rural Sociology Graduate Program***

The Rural Sociology Graduate Program was restructured as a Graduate Specialization within the Environment and Natural

Resources Graduate Program following approval of a Memorandum of Understanding between the College (FAES), the Department of Human and Community Resource Development, and the School in 2010. A *legacy* Rural Sociology Graduate Program was created and will continue until graduation of the last Rural Sociology graduate student.

**a. *Responsibilities***

In addition to those duties specified in the University's *Graduate School Handbook*, a Rural Sociology Graduate Studies Committee will serve as the oversight, coordinating, and governing body for the School's graduate program in Rural Sociology.

**b. *Graduate Program Handbook***

It is the responsibility of the Graduate Studies Committee to compile and maintain a Graduate Program Handbook for the Graduate Program in Rural Sociology. This Handbook sets forth the specific duties of the Committee and lists Rules and Good Practices by which the Graduate Program in Rural Sociology is to be managed. Each semester, except during summer, the Graduate Studies Committee will call a meeting of the graduate faculty in Rural Sociology to discuss revisions to the Handbook and other graduate faculty matters. Following faculty input, the Committee will circulate a mail ballot on the proposed revisions. Upon a majority vote of those returning ballots, the revised Handbook will become immediately effective. The Graduate Studies Committee will update the Rural Sociology Graduate Program Handbook to conform to changes in the University's *Graduate School Handbook* or other University policies and can make recommendations and additions for the purpose of clarification at any time without consultation with the faculty. A current copy will be kept on file in the School of Environment and Natural Resources' office.

**c. *Membership-Quorum-Chair***

The Rural Sociology Graduate Program Handbook will set forth the composition of the Committee, including graduate student representation, the protocol for Committee membership (by election or appointment), duration of Committee membership, protocol and criteria for Graduate Faculty Status appointments and nominations, definition of a quorum, eligibility for voting privileges, and protocol for Committee chair selection and shall be posted to the SENR web site.

**7. Committee of the Eligible Faculty/Promotion & Tenure Committee**

The Director will initiate the promotion/tenure process and provide the Promotion & Tenure Committee, a sub-committee of the Committee of the Eligible Faculty, with the necessary information (e.g. mandatory cases, target dates for submitting recommendations, dossier requirements and formats, etc.) provided by the College and Office of Academic Affairs. Details on these committees and their responsibilities are contained in the school's Appointments, Promotion, and Tenure Document.

**8. Research, Space, and Equipment Committee**

The Research, Space, and Equipment (RSE) Committee is responsible for providing leadership, guidance, and coordination of activities and policies related to the research and infrastructure (e.g., space, equipment) in the School, and advising the Director on issues related to these matters. The Committee provides a forum for faculty groups to coordinate and plan research and research-related activities, and helps to ensure the best utilization of current and future research-related resources. It works closely and cooperatively with the School Grants and Contracts Specialist, and School Fiscal Manager, and School Communications Team, who provide support to the committee.

***a. Duties and Responsibilities***

The duties and responsibilities of RSE Committee include:

- Advising the Director on issues related to strategic and policy issues associated with research activities in the School, including programmatic gaps related to talent/skills and research program infrastructure.
- Reviewing, evaluating, and providing guidance on research-related funding opportunities (including research infrastructure) both internal to the School, College and University, as well as extramural programs.
- Enhancing the research environment of the School by reviewing and promoting current and future research activities in conjunction with the School Communications Team.
- Reviewing, evaluating, and developing recommendations to the Director and faculty regarding the use of School space so as to maximize utilization and equability among faculty and faculty groups.

- Monitoring and recommending actions so that School faculty and staff are in compliance with University and Federal research policies (e.g., conflict of interest, IRB, etc.).
- Reviewing and recommending faculty for research awards, including those internal to the College and University, as well as professional and scientific societies.

***b. Membership***

Membership of the RSE Committee shall consist of the Assistant Director (Wooster) and four eligible faculty members (POA III.A.), appointed by the Director. Committee composition will reflect the diversity of research disciplines (e.g., aquatic science, environmental social science, soil and environmental science, wildlife and forest science) in the School. The School Grants and Contracts Specialist shall serve as an ex-officio member of the Committee. All members of this Committee, except the ex-officio member, shall be eligible to vote.

***d. Appointments and Terms***

The Director will appoint all eligible faculty (4). The Director will consult with the Assistant Director (Wooster) to obtain recommendations of faculty to serve on the Committee. Each faculty member will be appointed for three-year terms beginning July 1 with terms staggered for continuity. All members are eligible for reappointment. If a member of the Committee must be replaced temporarily (e.g., professional leave), the Director shall appoint another faculty member from the faculty group no longer represented on the Committee. This individual will only replace the member for the duration of the absence, with the regular member resuming his/her term for the remaining periods of appointment unless the term has expired.

***e. Quorum***

A quorum shall consist of four (4) voting members of the Committee.

***f. Committee Chair***

The Assistant Director (Wooster) will serve as the co-chair of the Committee along with a faculty co-chair elected from the faculty members of the committee

**9. Seminar Committee**

**a. Responsibilities**

The responsibilities of this Committee shall be to promote and coordinate seminar programs for the School.

**b. Membership**

The Director will appoint the members of this Committee, consisting of four eligible faculty members, one graduate student, and one undergraduate student. The four eligible faculty members shall serve three year, staggered terms with each student representative serving one year terms with the option for reappointment. All members are eligible to vote.

**c. Committee Chair**

The Chair of the Seminar Committee shall rotate each academic term among the four eligible faculty members comprising the committee.

**10. Ad Hoc Committees**

As the need arises, *ad hoc* committee or coordination assignments shall be made by the Director.

**VII. TEACHING LOAD, SCHEDULING, AND FACULTY ASSIGNMENTS**

**A. Norm for 50 percent Teaching Load**

The School's academic program involves both undergraduate and graduate (MENR, Masters and Ph.D.) programs. Consistent with guidelines developed by the Regents-Advisory Committee for academic units with active baccalaureate, professional masters, masters, and doctoral programs, the School strives for a norm of at least 50 percent of the total School workload devoted to teaching, including Extension teaching. The remaining workload time should be devoted to sponsored and School-funded research and scholarship activity, service, and other professional responsibilities which further the goals of the School, College, and University. A 50 percent teaching load shall be defined as approximately 12 semester hours of scheduled courses per academic year for tenure-track faculty. The 50 percent teaching load does not apply to non-tenure-track

faculty, including research and associated faculty, whose duties are specified in their letter of appointment. Individual studies credit is prorated based on equivalent scheduled course credit. However, 8998 credit is not counted toward the teaching load, but is acknowledged as credit for the other portion (i.e., research) of the faculty appointment. Where faculty generate ENR 8998 or other credits (e.g., credits associated with the interdisciplinary Environmental Science Graduate Program), it will be the responsibility of the faculty to document and report those credits. The diversity of the School's faculty assignments and fiscal appointments (e.g., OARDC, Extension) coupled with differences in faculty strengths, interests, and abilities may result in considerable deviations from this norm for individual faculty. It shall be the responsibility of the Director to determine the appropriate division of workload and expectations for each faculty member based on his/her teaching-extension assignments and research productivity.

#### **B. Teaching Assignments**

The Associate Director shall monitor course scheduling and teaching loads and advise the Director on all matters pertaining to the School curriculum, teaching loads, resource allocations, and other academic matters as delegated by the Director. The Director, in consultation with the Associate Director and, when appropriate, the Executive Committee, shall distribute to the faculty a schedule of all teaching and teaching associate assignments for the academic year. Teaching assignments will be made prior to June 30 preceding the academic year. New faculty assignments will be discussed and reviewed with the faculty member prior to the final assignment. Assignments will be made in accordance with the faculty member's position description. Where teaching load changes require changes in the faculty member's job description and/or budget allocation, those changes will be discussed with the faculty member and set forth in writing by the Director.

### **VIII. Distribution of FACULTY DUTIES AND RESPONSIBILITIES**

#### **A. General**

The Director is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that departmental workload is distributed equitably among faculty. While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the Director assigns teaching and in most cases School service. In making these assignments the Director must balance the needs of the School with the preferences of the faculty member within the context of the School's policy on faculty duties and responsibilities described below.

Many faculty members voluntarily take on a variety of professional activities that fall outside the School's policy on faculty duties and responsibilities. These activities often benefit the School or University, and to the extent possible, should be taken into account in considering a faculty member's total workload. However, fairness to other faculty and the School's need to meet its programmatic obligations may become issues when a faculty member seeks relief from School obligations in order to devote considerable time to personal professional interests that may not contribute to School goals. The Director may decline to approve such requests when approval is not judged to be in the best interests of the School.

During on-duty semesters, faculty members are expected to be available for interaction with students and to complete service assignments and other responsibilities even if they have no formal course obligations that semester. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Faculty Special Assignment (FSA). Faculty Rule 3335-5-08 requires that absence of any member of the teaching staff from ordinary service in the university, for any cause other than sickness, must be with the knowledge and approval of his or her chair or director and of the dean of the college or, in the case of faculty assigned to a regional campus, the dean and director of that campus. Absences longer than ten consecutive business days, must also be approved by the executive vice president and provost. Sick leave is granted on approval of the appropriate administrative official when notification is given as soon as practicable, presumably on the first day of absence.

## **B. Assignment and Distribution of Faculty Duties and Responsibilities**

### **1. Tenure Track Faculty**

For tenure-track faculty the School's assignment of faculty responsibilities and load distribution policy shall be based on 1) the budgetary appointment (e.g. General Funds, OARDC, OSUE) and 2) position description and duties as set forth in the faculty member's job description as periodically reviewed and approved by the Director. Although the budgetary appointment percentages of a tenure-track faculty member's appointment provide a measure of a faculty member's programmatic responsibilities, these budgetary appointment percentages are approximations only, e.g., a 100% OARDC appointment carries with it the flexibility, if not expectation, that up to 10% of one's time can be devoted to extension or the teaching of a course. All tenure-track faculty are expected to advise both undergraduate and graduate students commensurate with other assigned duties. Thus, budgetary appointments coupled with position responsibilities as set forth in an annual plan of work and periodically reviewed position description shall be considered the means by which tenure-track faculty duties and responsibilities are

determined. Budget lines should be adjusted whenever these duties become significantly different than the budgeted focus.

**a. *Instructional Activity***

The School's instructional-teaching load expectation norm is set forth in Section VII. This norm for a 50% teaching load shall be used as a baseline for adjusting teaching loads for faculty with greater or lesser teaching appointments and position descriptions as reviewed and amended periodically with the Director, in consultation with the Senior Associate Dean, College of Food, Agricultural and Environmental Sciences. Each faculty member is expected to contribute to formal teaching as assigned by the Director, advising undergraduate, honors, and/or graduate students, curriculum-course development, participation in academic service (e.g., AA Committee, etc.), individual studies, and other elements of academic service. Those faculty with a formal instructional appointment/job description will provide the majority of the instructional service. The procedure for teaching assignments is set forth in Section VII.B.

**b. *Extension-Outreach Teaching Activity***

The School's extension teaching load expectation is determined in consultation with the Director of OSU Extension and through the faculty member's position description as amended periodically with the Director, and annual plans of work developed by the extension faculty and approved by the Director as part of the faculty member's annual review. Extension program expectations will be measured against the goals set forth in a plan of work, including resource development and program impact. All faculty are expected to contribute to extension/outreach teaching and information product development commensurate with their appointment and job description.

**c. *Research Activity***

A faculty member's research duties and responsibilities will be established in consultation with the Director of the Ohio Agricultural and Research Development Center (OARDC) and through a position description that is periodically reviewed with the Director and that is driven by extramural funding as approved by the Director. The expectations for research output are through peer reviewed products, other scholarly and vitae products (e.g., proceedings, transactions, book chapters, software, etc.), competitive and contracted grants, graduate research support, and other evidence as set forth in the School's document on Appointments, Promotion, and Tenure. All faculty are afforded the opportunity and are expected to engage in the scholarship of discovery.

**d. Scholarship**

A faculty member's duties and responsibilities will be established in part via his/her budgetary appointment (i.e. OARDC) and through a position description that is periodically reviewed with the Director. The expectations for scholarly output are through peer reviewed products, other scholarly and citable products (e.g., proceedings, transactions, book chapters, software, etc.), competitive and contracted grants, and other evidence as set forth in the School's document on Appointments, Promotion, and Tenure and in the College's Faculty Reward System Guidelines for Annual Performance Review, Promotion and Tenure.

**e. Service Activity**

Faculty are expected to contribute to both academic (School, College, University) and professional service as part of their faculty duties and responsibilities.

**2. Professional Practice Faculty**

For Professional Practice Faculty, the assignment of responsibilities shall be based on their letter of appointment as periodically reviewed and approved by the Director as part of the faculty member's annual review. Professional Practice faculty members are expected to contribute to the University's mission via teaching and service. Service expectations are similar to those for the tenure track faculty.

**3. Research Faculty**

For Research Faculty, the assignment of responsibilities shall be based on their letter of appointment as periodically reviewed and approved by the Director as part of the faculty member's annual review. Research faculty members are expected to contribute to the University's mission via research and service. Service expectations are similar to those for the tenure track faculty.

In accord with [Faculty Rule 3335- 7- 34](#), research faculty members may participate in limited teaching activities in their areas of expertise following approval by a majority vote of the tenure- track faculty; however, research faculty may not engage in the same level of instructional activities as tenure- track faculty over an extended period of time.

**4. Associated Faculty**

Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments.

Faculty members with tenure track titles and appointments <50% FTE will have reduced expectations based on their appointment level. Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure- track faculty members. The standard teaching assignment for lecturers is eight courses per academic year, adjusted for the percentage time of the appointment, as determined by the Director.

### **C. Mechanisms for Departure from Average Expected Level of Activity**

The complexity and diversity of the School's programs and faculty assignments across three budget lines precludes both uniformity and rigidity with respect to faculty duties and responsibilities. Thus, the School Director must exercise flexibility in assigning and evaluating faculty for specific duties, taking into account the time and effort required by certain roles (e.g., chairing major committees, coordinating programs such as the Honor's program, heavy advising-mentoring loads, etc.) and assessing the productivity, quality, and impact of these faculty efforts with respect to the School's mission.

### **D. Special Assignments**

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>).

Reasonable efforts will be made to award SA opportunities to faculty members subject to 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 faculty member's proposal must undergo peer review by two other eligible faculty, appointed by the Director who will evaluate the SA proposal and make recommendations to the Director [refer to section V. D. pg 14]. The Director's recommendation to the Dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the School or University and to the faculty member as well as the ability of the School to accommodate the SA at the time requested.

### **E. Policy vs. Contractual Obligation – A Disclaimer**

The above policies are set forth in the interest of providing guidelines for determining faculty duties and responsibilities. As such, the above policies do not constitute a contractual obligation. Fluctuations in demands and resources in the School and College and the individual circumstances of faculty members may warrant deviations from this policy as set forth in this section.

## **IX. ALLOCATION OF RESOURCES**

### **A. General**

In the interest of fostering a culture of openness and providing information to the faculty and staff, the Director will, at the beginning of each academic year, (e.g., first faculty meeting in Autumn Semester), provide a general overview of the School's allocated budget resources for the current fiscal year. This overview will include the General Funds, OARDC, and OSUE allocations as partitioned into salaries, graduate student stipends, and operating funds. While the Director must retain discretionary authority over the operating funds, it shall be part of this overview for the Director to indicate a rough breakdown of where these funds are allocated (e.g., overhead costs, general instructional-research-extension support, etc.).

### **B. Specific Financial Resources**

The School has a number of scholarships and endowed accounts for specific program support. It shall be the responsibility of the Director to inform the faculty, at least annually (e.g., via annual report or other means), of the kinds and financial status-availability of these resources. The Director shall have the authority and responsibility to allocate and account for these resources and to keep the faculty and, where appropriate, others (e.g., staff) informed as to the purpose and availability of these resources.

### **C. Travel Funds**

Unless otherwise determined by the Director, faculty travel support shall be financed from allocated resources (e.g., allocated faculty operating budgets) and extramural funds obtained by the faculty appropriate for specified travel. The School does not normally retain a faculty travel fund unless the Director decides to develop such an account through special allocations and/or by withholding a percentage of allocated operating funds for this purpose.

### **D. Space**

It shall be the policy of the School that all space is a common resource to be allocated to faculty and programs by the Director. Research lab and other program space shall not be considered under the "ownership" of faculty. While space is allocated to faculty in the interest of program execution and space oversight, the Director must retain the authority to reassign space when program changes, redirections, and/or ineffectiveness occur. The Director will monitor the School's space utilization and assignments at least annually, and, where major space reassignments need

to be made, shall review space assignment options with the Director's Executive Committee before final space assignment decisions are made.

## **X. GENERAL POLICIES**

### **A. Leaves and Absences**

#### **1. General**

The School shall abide by the policies and procedures of the College and University with respect to personal leaves, including SA's and Professional Leaves, and absences. Policies regarding faculty leaves can be found at <http://oaa.osu.edu/handbook.html>

#### **2. Professional Leaves**

The School encourages professional leaves as part of eligible faculty members' professional growth. The Director will request of each faculty member, during the annual review process, his/her plans for a professional leave. The faculty member will develop such plans in accordance with the provisions of the University. The faculty member will be responsible for submitting to the Director a proposal for a professional leave, including a plan for covering any teaching, graduate students, research, extension or service obligations of the faculty member. It will be the faculty member's responsibility to work with colleagues in covering these duties. Where possible, the Director will assist the faculty member in developing a plan and acquiring resources to cover those areas where the faculty member is unable to find adequate assistance or resources. The Professional Leave proposal must undergo peer review by two other eligible faculty, appointed by the Director who will evaluate the proposal and make recommendations to the Director as part of the approval process [Refer to section V.D. pg. 14]. Review will be based on the quality of the proposal, including their potential benefit to the School and the University as well as the ability of the School to accommodate the leave at the time requested.

### **B. Supplemental Compensation**

The School shall abide by the policies and procedures of the College and University with respect to supplemental compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>).

### **C. External Professional Activity**

The School shall abide by the policies and procedures of the College and University to allow for compensation for external professional activity (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>).

## **XI. Financial Conflicts of Interest**

Information on faculty supplemental compensation is presented in the university's Policy on Faculty Financial Conflict of Interest (<http://oaa.osu.edu/assets/files/documents/financialconflictofinterest.pdf>). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

Faculty members with external funding or otherwise are required by university policy 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.

## **XII. GRIEVANCE PROCEDURES**

### **A. Formal Complaints Against Faculty**

In accordance with Faculty Rule 3335-5-04, the College is required to establish a standing investigation committee consisting of tenured faculty members. Consistent with this rule (Section A.2), the Director will attempt, through the use of informal consultation, to resolve complaints to the satisfaction of the Director, the faculty member(s) and complainant(s). If such resolution is not successful, the procedures specified in Rule 3335-5-04 shall govern the protocol for addressing such complaints beyond the School.

### **B. Other Grievances**

#### **1. Academic Grievances**

Grievances pertaining to complaints regarding academic issues not covered under XII.A. above shall be referred to the School's Academic Affairs Committee if resolution of the complaint cannot be accomplished through informal means.

**2. Non-academic Grievances and Conflicts**

The Director will address non-academic grievances and personnel conflicts by first attempting to resolve the conflicts between the individuals involved. Failing this approach, the Director shall convene either the Director's Executive Committee or an *ad hoc* committee of faculty and/or staff as an impartial third party to hear and recommend to the Director actions for resolution of the grievance or conflict. Should the aggrieved party elect to pursue his or her grievance beyond the School, the next step is to contact the University's Office of Human Resources to initiate the University's formal grievance procedure.

**3. Salary Grievances**

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

Faculty members who are not satisfied with the outcome of the discussion with the Director and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>).

Staff members who are not satisfied with the outcome of the discussion with the Director and wish to pursue the matter should contact Consulting Services in the Office of Human Resources ([www.hr.osu.edu/](http://www.hr.osu.edu/)).

**4. P & T Faculty Promotion and Tenure Appeals**

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <http://trustees.osu.edu/rules/university-rules.html>.

**5. Sexual Harassment**

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, [www.hr.osu.edu/policy/index.aspx](http://www.hr.osu.edu/policy/index.aspx).

**6. Student Complaints**

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and

provide a considered response. When students bring complaints about courses and instructors to the Director, the Director will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Director will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the Director and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see [www.oaa.osu.edu/coam/home.html](http://www.oaa.osu.edu/coam/home.html) and <http://senate.osu.edu/committees/COAM/COAM.html>).

#### **7. Code of Student Conduct**

In accordance with the Code of Student Conduct (<http://trustees.osu.edu/rules/code-of-student-contact.html>), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.

## Appendix I

### Duties and Responsibilities of the School Director

#### (Faculty Rule 3335-3-35)

##### **3335-3-35 Chairs of departments, directors of schools.**

(A) The chair of each department and the director of each school, shall be the administrative head, respectively, of the department or school. The department chair and the director of a school perform a dual function. In addition to being the administrative head of the department or school, the chair or director represents the faculty of the department or school in dealing with the dean or others in the university administration. Upon the nomination of the president, the board of trustees shall appoint each chair and director for a term of four years subject to the annual review provisions of paragraph (S) of rule 3335-1-03 of the Administrative Code. A chair or director shall be eligible for reappointment. In selecting a chair or director, the president shall confer with the dean of the college involved. The dean, in turn, will consult with the faculty of the department or school on all campuses, as well as other appropriate university officials. The president shall give substantial weight to faculty recommendations in reaching a decision regarding a nomination or recommendation for reappointment. Department chairs and directors of schools report to the deans of their colleges.

(B) The president may remove a chair or director during a four-year term after consultation with the voting faculty and dean of the unit involved. The views of the faculty shall be given substantial weight in arriving at any decision to remove a chair or director from office.

(C) The duties of the chair of a department or the director of a school shall be as follows:

(1) To have general administrative responsibility for its program, subject to the approval of the dean of the college.

(2) To develop in consultation with the faculty a pattern of administration. This pattern of administration shall be made available to all present and prospective members of the faculty of the department or school, and a copy shall be deposited in the office of the dean of the college and in the office of the executive vice president and provost.

For purposes of defining minimum content, the following shall be included in the pattern of administration:

- (a) A statement requiring the chair to provide a schedule of all regular faculty meetings (see rule 3335-5-18 of the Administrative Code) to all faculty members before the start of each semester, summer term, or session.
  - (b) A statement requiring the chair to maintain minutes of all faculty meetings and to maintain records of all other actions covered by the pattern of administration.
  - (c) A statement that the chair will consult with the faculty as a whole on all policy matters, and that such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole.
  - (d) A statement recognizing in principle the presumption favoring majority faculty rule on all matters covered by the pattern of administration. This statement shall further provide that whenever majority faculty rule is not followed, the department or faculty chair, or school director, or dean and director of a regional campus, whichever is the case, shall explain the reasons for the departure to enhance communication and to facilitate understanding within the department. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the decision of the majority of the faculty, the decision of the department or faculty chair, or school director, or dean and director of the regional campus, whichever is the case, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for faculty to comment.
  - (e) A statement affirming that the faculty shall be consulted in the initiation and in the review and selection of new faculty members for appointment.
  - (f) A statement explaining how faculty duties and responsibilities in instruction, scholarship, and service are to be assigned and distributed equitably.
- (3) To prepare, after consultation with the faculty and in accordance with the pattern of departmental administration, a statement setting forth the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be made available to all present and prospective members of the department or school, and a copy shall be deposited in the office of the dean of the college and in the office of the executive vice president and provost. At the beginning of each four-year term of the chair of a department or the director of a school, the members of the department or school, the office of the dean of the college, and the office of the executive vice president and provost shall receive either a revision or reaffirmation of the original statement.
- (4) To operate the business of the department or school with efficiency and dispatch.
- (5) To plan with the members of the faculty and the dean of the college a progressive program.
- (6) To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.

(7) To evaluate faculty members periodically in accordance with criteria approved by the board of trustees and subject to instructions from the executive vice president and provost, and also according to such supplemental criteria as may be set up by the department or school.

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

(9) To recommend to the dean of the college, after consultation with the faculty in accordance with paragraph (C)(3) of this rule, appointments, promotions, dismissals, and matters affecting the tenure of members of the department or school faculty.

(10) To encourage research and educational investigations.

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

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

(13) To prepare (after consultation with the professors, associate professors, and assistant professors with tenure) annual budget recommendations for the consideration of the dean of the college.

(14) 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. (B/T 3/10/66, B/T 5/6/77, B/T 2/1/80, B/T 4/1/83, B/T 6/11/86, B/T 10/2/87, B/T 11/2/90, B/T 3/12/93, B/T 5/3/96, B/T 4/4/97, B/T 2/6/98, B/T 12/4/98, B/T 9/1/99, B/T 6/7/2005, 5/14/2010)

## **Appendix II**

### **Duties and Responsibilities of the Associate and Assistant Director(s)**

## ASSOCIATE DIRECTOR

### POSITION DESCRIPTION

- Shall serve as the chief operations officer for internal affairs coordinating with all administrative leaders, committee chairs, and faculty group leaders, as appropriate and in consultation with the Director.
- Shall serve as the School's liaison administrative officer across all programs and functions, including liaison with the Graduate School and outside agencies and constituencies as coordinated with the Director.
- Shall be responsible for the administration and oversight of the School's academic programs and budgets supporting these functions in consultation with the chairs of the graduate studies committee(s) and the chair of Academic Affairs.
  1. Facilitate and monitor the curriculum and teaching components of both the undergraduate and graduate programs.
  2. Prepare the teaching assignment schedule for each academic year and recommend to the Director options for instructors for courses with no assigned instructor.
  3. Prepare and monitor the resident instruction budget.
  4. Make recommendations of graduate students for funding from allocated funds in consultation with the School's graduate studies committee(s).
  5. Assign teaching assistants to courses where appropriate and maintain a record of TA needs and assignments.
  6. Coordinate programs with the School Secretary and staff where appropriate.
  7. Serve as ex-officio member of the School's Graduate Studies Committee(s).
  8. Monitor and manage fiscal resources (vs. accounting) supporting the School's academic programs.
- Shall be responsible for administrative oversight of the School's extension/outreach programs and budgets, supporting these functions in consultation with the Natural Resources State Specialists within the School.
- Shall advise the Director regarding merit salary adjustments, promotion and tenure decisions, and faculty improvement/development recommendations pertaining to academic and scholarly productivity where appropriate.
- Shall advise faculty of programs, funding, and professional development opportunities pertaining to the School's academic interests.
- Shall execute these and other responsibilities as assigned and/or delegated by the Director within the authorization framework of keeping the Director informed and seeking the Director's approval in instances where decisions are deemed to be beyond the realm of routine.

## **ASSISTANT DIRECTOR (WOOSTER)**

### **POSITION DESCRIPTION**

- Shall serve as the School's administrative officer for day-to-day management of personnel, facilities, and programs at Wooster including academic, research, and extension functions coordinated through the Director and Associate Director.
- Shall be a member of the School's administrative "team."
- Shall be familiar with the School's academic, research, and extension programs in the interest of promoting synergism among these programs and the School's Wooster-based programs.
- Shall serve as the Director's liaison for Wooster-based and Wooster-related functions, committees, programs, and constituencies.
- Shall advise the Wooster-based faculty and staff, through coordination with the Director and Associate Director on programs, funding, and professional development opportunities pertaining to the School's interests and shall be the staff administrator for the Wooster-based staff as coordinated through PI's and appropriate administrators within the School and OARDC.
- Shall advise the Director regarding merit salary adjustments and promotion for the Wooster-based staff.
- Shall advise the Director on faculty performance on the Wooster campus.
- Shall represent the School in meetings of administrators on the Wooster campus.
- This position shall be less than a half-time administrative position; thus, the incumbent shall execute those faculty responsibilities (teaching, research, extension, service) as appropriate within the assignments and position description as coordinated with the Director.
- Shall execute these and other responsibilities as assigned and/or delegated by the Director within the authorization framework of keeping the Director informed and seeking the Director's approval in instances where decisions are deemed to be beyond the realm of routine.

