

Patterns of Administration

The Ohio State University College of Food, Agricultural, and Environmental Sciences



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

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I. Introduction

This document describes the pattern of administration of the College of Food, Agricultural, and Environmental Sciences (CFAES). It supplements the [Rules of the University Faculty](#) as well as other policies and procedures of the University to which CFAES and its faculty are subject. The University's rules, policies, and procedures, and changes to them, take precedence over statements in this document.

In keeping with University rules, within the first year of his or her appointment or reappointment, the VP/Dean shall review the Pattern of Administration and, by email invitation for input from the faculty and by consultation with the Faculty Advisory Council, shall revise it as appropriate. The VP/Dean will then forward the reaffirmed or revised Pattern of Administration to the Office of Academic Affairs. At other times, amendments may be proposed by the VP/Dean, or recommended to the VP/Dean by the VP Cabinet, the FAC, or members of the faculty. These recommendations are advisory to the VP/Dean. In order to be adopted as amendments to the Pattern of Administration, the recommendations must be consistent with the purpose of the document and with appropriate University rules and policies. All revisions, as well as periodic reaffirmation, are subject to approval by the Office of Academic Affairs. The process for adoption is the same as above.

II. Mission of the College

We sustain life.

We focus on sustainability through:

- production efficiency and technologies,
- food security and safety,
- economic and policy analysis,
- preservation of the environment, ecosystems, and water quality,
- social responsibility and well-being.

We foster economic development through technologies and value-added products.

We strive to ensure human, animal, plant, and environmental health.

We prepare our future leaders and scientists.

III. Academic Rights and Responsibilities

The University's affirmation of academic rights, responsibilities, and processes for addressing concerns can be found on the [Office of Academic Affairs](#) website. We fully endorse the principles detailed in this statement.

IV. Faculty

Members of the CFAES faculty are organized into departments, schools, and other units as defined in section [3335-3-34](#) of the Rules of the University Faculty. In accordance with Faculty Rule [3335-5-19](#), types of faculty appointments in CFAES include tenure-track faculty, research faculty, professional practice faculty, and associated faculty, which can include visiting faculty, lecturers, and

adjunct faculty.

A. Faculty definitions, roles, voting rights, and responsibilities

1. Definitions

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. CFAES faculty comprises:

- a. Tenure-track faculty with titles of Instructor, Assistant Professor, Associate Professor, or Professor;
- b. Professional practice faculty with titles of Professional Practice Instructor, Professional Practice Assistant Professor, Professional Practice Associate Professor, or Professional Practice Professor;
- c. Research faculty with titles of Research Assistant Professor, Research Associate Professor, or Research Professor;
- d. Associated faculty to include:
 - i. Adjunct titles, visiting titles, and lecturer titles
 - ii. Those on less than a 50% appointment to the University
- e. Emeritus faculty: tenure-track, professional practice, research, or associated faculty who, upon retirement, are recommended by the TIU, the dean, and the executive vice president and provost for emeritus status as described in Faculty Rule [3335-5-36](#). Full-time tenure track, professional practice, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. See the college "[Appointments, Promotion, and Tenure Guidelines](#)" for additional detail. Emeritus faculty are invited to participate in discussions on nonpersonnel matters but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

2. Roles and responsibilities

Faculty roles and responsibilities are defined by each TIU in accordance with University rules.

Depending on their appointment type, members of the faculty are expected to contribute to the instructional, funded research, scholarship, professional practice, extension, outreach, and administrative missions and roles of CFAES. It is neither expected nor considered desirable for all faculty members to make equivalent contributions to each of these missions. Faculty assignments are described in the initial letter of offer and updated during the annual review process based on the TIU's needs as well as faculty productivity and career development.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in CFAES is provided in a separate document, "[Appointments, Promotion, and Tenure, Criteria and Procedures for the College of Food, Agricultural, and Environmental Sciences](#)."

3. Voting rights

- a. Faculty members with a 50% or more compensated appointment, whose TIU is in CFAES, and who hold an appointment as tenure-track faculty, professional practice faculty, research faculty, shall have a full vote at CFAES faculty meetings and in faculty elections.
- b. The eligible faculty for appointment reviews of tenure-track, professional practice, research, and associated faculty are defined in the CFAES Appointments, Promotion, and Tenure (APT) document. Associated faculty may not participate in discussion of or votes on personnel matters. Emeritus faculty may not vote on any matter.
- c. As defined by Faculty Rule [3335-7-11](#), tenure-track and professional practice faculty may be nominated and serve if elected on the University Senate to represent CFAES. There is no minimum number of professional practice faculty required for service on University Senate. The maximum number of professional practice faculty that may serve as representatives for CFAES will be in accordance with Faculty Rule [3335-7-11](#).

4. Expectations

- a. Faculty are evaluated at least annually for progression in the promotion and tenure process, for compensation increases, and to update their job responsibilities and distribution of effort.
- b. Faculty will adhere to the policies of CFAES and the University in the conduct of their academic and professional activities including outside consultation and professional practice. Faculty will comply with the requirements of the Ohio Ethics Law.
- c. CFAES recognizes the concept of shared governance with the presumption favoring faculty leadership on those matters in which faculty have primary responsibility, including curriculum, subject matter and methods of instruction, research, faculty status (type of appointment, promotion and tenure of faculty), and those aspects of student life related to the educational process. Much of the development and implementation of policies and programs in CFAES is carried out through faculty leadership and participation on standing and ad hoc committees.

B. Distinguished Professor

1. The title of Distinguished Professor of Food, Agricultural, and Environmental Sciences is an honorific, not a new faculty rank. This award honors colleagues at the rank of Professor who have excelled in teaching, research, or outreach/engagement, and whose work has demonstrated significant impact on their fields, students, CFAES, and University, and/or the public. It is essential that such professorships are reserved for the most distinguished faculty. Therefore, no more than 10% of the total number of those holding the rank of Professor in CFAES may hold this title at any one time.
2. To be eligible, Professors must not already hold a titled position, such as Eminent Scholar, Distinguished University Professor, or an endowed chair or professorship, and will have generally served in rank for at least five years at Ohio State or a peer university. Eligible Professors must be active and respected scholars in their field of specialization, with records of sustained and significant productivity throughout their careers, including the years at full rank. They also must have a record of excellence in teaching and outstanding service to their

TIUs, CFAES, University, profession, and/or the community. In evaluating and prioritizing these areas, reviewers will keep in mind the diversity of faculty activities across CFAES as well as the trajectory of individual faculty members' careers and the areas in which they have focused their efforts. Within the context of this holistic review process, evidence of distinction could include, but is not limited to, the following:

- a. elected position in a prominent professional association or national academy;
- b. significant external or CFAES/University awards for teaching and mentorship, research, and/or outreach and service;
- d. leadership in establishing a nationally recognized program or initiative;
- e. a major prize from a national or international professional organization; and
- f. editorship of a major professional journal or book series

3. Procedures

- a. Nominations for the title of Distinguished Professor of Food, Agricultural, and Environmental Sciences come from TIU heads or a member of the Vice President and Dean's Cabinet (VP Cabinet), and will consist of a curriculum vitae and letter of nomination describing the candidate's qualifications and providing examples of the impact of the candidate's efforts in all areas of their faculty duties. Additional external and internal letters may also be used as supporting evidence.
 - b. An ad hoc committee of five current Distinguished CFAES Professors (supplemented if needed by Eminent Scholars or faculty with endowed chair positions) and convened by the Senior Associate Dean and Director of Faculty and Staff Affairs will carry out an initial review. This committee will meet once annually to consider nominations and evaluate Distinguished Professors as described in item 6 below.
 - c. The ad hoc committee will forward its recommendations to the VP/Dean's Cabinet, which will review the nominations and vote on awarding the honorific. The honorific title will be announced to the individual and TIU head by the VP/Dean, followed by press releases from Marketing & Communications.
 - d. In individual cases involving a time-sensitive counteroffer or recruitment from another institution, the Senior Associate Dean and Director of Faculty and Staff Affairs will send the information electronically to a smaller ad hoc committee of three Distinguished Professors (CFAES, University, Eminent scholars, endowed chairs or professors) from within CFAES. In such cases, the VP/Dean's Cabinet will make every effort to receive input from all members but may move to a decision earlier if swift action is required.
4. Newly appointed Distinguished Professors from within CFAES will receive a single, permanent \$2,500 increase to their base pay. All Distinguished Professors will hold the honorific title "Distinguished Professor of Food, Agricultural, and Environmental Sciences in [area of specialization]."
5. Subject to continued excellent performance as documented in annual reviews, Distinguished Professors may retain the title until such time as they leave or retire from the University, are appointed as a Distinguished University Professor, or are appointed to an endowed chair or professorship.
6. Evaluation of continued excellent performance by a Distinguished Professor will be carried out by the ad hoc committee described in section 3.b. In the sixth year after appointment, each Distinguished Professor will forward copies of annual review letters and a current curriculum vitae to the Senior Associate Dean and Director of Faculty and Staff Affairs. The

ad hoc committee will evaluate the Distinguished Professor's performance and forward its recommendation to the VP/Dean's Cabinet, which will vote on continuing the title. Distinguished Professors whose performance does not meet the standard of excellence must discontinue use of the title.

C. Endowed Chairs and Named Professorships

Endowed positions illustrate the powerful partnership between faculty and philanthropists in defining areas of discovery and bringing them to life. A specific endowment agreement between the donor and the university sets the purposes of the endowed chair or professorship. Endowments are subject to review by the dean and approval by the Board of Trustees.

In the College of Food, Agricultural, and Environmental Sciences, endowed positions are used to hire for excellence or clear evidence of potential for excellence. Such appointments are made to attract prominent hires or recognize excellence of existing faculty.

Appointments to endowed chairs are ordinarily made at senior tenure rank. Appointments to named professorships, when appropriate, can be made for early or mid-career faculty.

Appointments to endowed chairs and named professorships are for terms not to exceed 5 years, with reappointment subject to review. Specifics about the appointment process can be found on the [CFAES Office of Faculty and Staff Affairs](#). Typically, endowed chairs and named professors will be tenured faculty members, and this process does not affect their tenure or academic rank.

This document outlines important procedural components for TIU review of endowed chair holders and named professors for the purpose of reappointment. For additional details about the process, which follows these procedures, see the standard operating procedure on the [CFAES Office of Faculty and Staff Affairs](#) website. This process does not apply to endowed chairs or named professorships that are not tied to a specific TIU, nor does it apply to endowed chairs or named professorships for which a variation of the typical 5-year term is specified in the chartering document.

a. Timing

The review should be conducted at least the semester prior to the reappointment decision. It is the TIU's responsibility to ensure suitable timing.

b. A self-report:

In addition to an updated CV, the candidate for reappointment (to an endowed chair or named professorship) will prepare and submit a self-report indicating key accomplishments since the previous (re) appointment, the impacts(s) of the endowed program under the candidate's direction, challenges for future programming, and plans for the future. The self-report should be brief and include:

- The structure of the endowed program, including organization and role of advisory council (if any).

- A summary of the candidate's accomplishments in teaching, research, outreach teaching, and service, since the previous (re)appointment.
- A description of program-supported activities
- Impacts of the program on the university community, stakeholders, and the general public.
- Plans and investments in future programs.

c. External evaluations

The TIU head or P&T Committee may solicit letters of evaluation from the program Advisory Committee, stakeholders, or recognized authorities in the candidate's area of specialization if deemed necessary or appropriate. The candidate for reappointment may solicit external letters of support if they so choose.

d. TIU review

- The P&T Committee, excluding members with a conflict of interest as defined in section III.A.4.a. above, will review the self-report and the candidate's CV. The current document chartering the endowment ("current" meaning as amended, if the charter has been amended) will be made available to the P&T Committee. The criteria for reappointment will be consistent with the current chartering document. The P&T Committee may choose to invite the candidate to attend the review meeting if the P&T Committee deems it appropriate or necessary.
- The P&T Committee will conduct a meeting of TIU faculty, excluding members with a conflict of interest as defined in section III.A.4.a. above, to provide input into the review. Copies of the current chartering document, the self-report, and any external review letters will be made available to faculty prior to this meeting. The P&T Committee may choose to invite the candidate to attend the faculty meeting if the P&T Committee deems it appropriate or necessary.
- The P&T Committee will provide a brief written and oral report of findings and recommendations to the TIU head.
- The TIU head will prepare a written recommendation to the VP/Dean, concerning reappointment.
- The P&T Committee and TIU head's written recommendations will be made available to the candidate. The candidate will have an opportunity to respond in writing to the P&T Committee and TIU head's recommendation.
- The P&T Committee and TIU head's recommendations and the response (if any) will be forwarded to the VP/Dean.

e. Notification

The VP/Dean will notify the TIU chair of her/his decision whether to reappoint. In the case of a positive decision, the VP/Dean will forward the recommendation to OAA for approval and transmission to the Board of

Trustees for approval. In the case of a negative decision, the TIU will refer to the current charter document and the TIU's APT document for an appointment process.

Information about appointment letters and use of funds, including the process for annual review of fund balances, and other details about endowed positions may be found in the documents linked [here](#).

V. Organization of the College

FAES comprises eleven tenure-initiating units (TIUs):

- Agricultural Communication, Education, and Leadership
- Agricultural, Environmental, and Development Economics
- Animal Sciences
- Entomology
- Extension (in reference to the TIU, and not the entire OSU Extension system)
- Food Science and Technology
- Food, Agricultural and Biological Engineering
- Horticulture and Crop Science
- Plant Pathology
- School of Environment and Natural Resources
- The Ohio State Agricultural Technical Institute

CFAES includes several central service offices that support and promote the educational and research activities of CFAES' students and faculty members. The various service offices are headed by executive staff members who report to the Vice President and Dean of CFAES or the Dean's designee. The CFAES support offices include: Advancement, Business and Finance, Faculty and Staff Affairs (includes Human Resources), Government Relations, Information Technology, Marketing & Communications, Operations (includes Capital Planning, IT and Agricultural and Field Operations, Safety), and Research and Graduate Education (includes International Programs).

VI. Overview of College Decision Making

CFAES values the unique talents and skills of the faculty, staff, and students that contribute to CFAES' mission and the pursuit of excellence. As such, the opinions of all members of CFAES should be valued in a way consistent with the [CFAES Principles of Community](#). Policy and program decisions are made in a number of ways: by the faculty as a whole, by standing or ad hoc committees, or by the VP/Dean. While decisions must be made in a number of ways by necessity, those made with broad input are preferred whenever possible. Our general principle is that the more important the matter to be decided, the more inclusive participation in decision-making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

VII. College Administration

Central Administration

The central administration of CFAES is led by the Vice President for Agricultural Administration and Dean (VP/Dean), who is appointed to a term of five years. The authority and responsibilities for the VP/Dean, as detailed in Faculty Rule [3335-3-29](#), are to provide active leadership in the promotion, direction, and support of educational and research activities of the University; to maintain a high level of morale among the faculty, and encourage a spirit of learning among the students; and have general administrative responsibility for the programs, decision-making, and administration of CFAES.

1. The Vice President for Agricultural Administration and Dean (VP/Dean) of CFAES

- a. The VP/Dean shall be the administrative head of CFAES and shall carry out the duties described in Faculty Rule [3335-3-29](#). Other responsibilities of the VP/Dean, not specifically noted elsewhere in this Pattern of Administration, include reviewing salary appeals and other faculty issues in a professional and timely manner; facilitating and participating in prescribed [academic program review](#) processes, in collaboration with the Office of Academic Affairs and TIU heads; appointing and reviewing TIU heads; presiding at meetings of the college faculty and appointing all college committees unless their membership has been designated by faculty rule or by the college faculty; approving courses of study for students in their college, warning students who are delinquent in their studies and recommending appropriate student disciplinary action to the appropriate university disciplinary body or official; presenting candidates for degrees to the president on behalf of the college faculty and serving as a member of the Council of Deans (see Rule [3335-3-22](#) of the Administrative Code); after consultation with the TIU heads within the college, making recommendations to the executive vice president and provost concerning the college budget, the appointments to and promotions within the membership of the college faculty.
- b. The VP/Dean will represent the faculty of CFAES to the University administration. The VP/Dean shall establish policies that support the mission, goals, academic programs, and service programs of CFAES in consultation with CFAES leadership including the VP Cabinet (Associate Deans), TIU heads, support unit leaders, and faculty as well as other constituents and partners as are relevant. Day-to-day responsibility for specific matters may be delegated to others, but the VP/Dean retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the Office of Academic Affairs and Board of Trustees.
- c. Operational efficiency requires that the VP/Dean exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of CFAES academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. Discussions and input may occur through the CFAES Leadership Team (including the VP Cabinet, TIU heads, and Directors of central support units), standing or ad hoc committees, TIU meetings, and/or college-wide meetings.

- d. The VP/Dean shall appoint associate deans, directors, chief officers, and other administrative positions in consultation with the VP Cabinet, faculty, and other constituents and partners of CFAES as needed to promote a coherent, collaborative, efficient, and financially sound administrative core. Candidates for these positions may be appointed internally or as the result of a search process. Administrative roles and responsibilities may be revised at any time. A current version of CFAES' organizational chart shall be maintained on the [CFAES' website](#) (CFAES Leadership).
- e. The VP/Dean shall designate the supervisors of the CFAES support offices (section V). In execution of their responsibilities, all administrators are accountable to the VP/Dean. This accountability does not abrogate, but supports, any responsibility or accountability to other offices or officers of the University as may be designated or apparent for particular duties or functions. Their direct reporting lines may be to the VP/Dean or designee.

2. Members of the VP Cabinet

- a. Senior Associate Dean and Director of Faculty and Staff Affairs: serves as Acting Dean in the absence of the Dean; works with the Dean to supervise TIU heads; focuses on the recruitment, retention and advancement of faculty and staff; provides leadership regarding faculty and staff policies; promotes a positive and welcoming college culture; works with the FAC and SAC as administrative liaison; supports the development and implementation of CFAES' strategic priorities.
- b. Associate Dean and Director of the CFAES Wooster Campus: supports the development and implementation of CFAES' strategic priorities on the CFAES Wooster campus and serves in place of the Vice President and Dean when they are not at the CFAES Wooster campus.
- c. Associate Dean and Director of Academic Programs: oversees planning and administration for academic programs, as well as undergraduate student admissions and recruitment; supervises awarding of CFAES scholarships; leads program assessment; supervises the Secretary of CFAES (per Faculty Rule [3335-3-33](#)); and supports the development and implementation of CFAES' strategic priorities.
- d. Associate Dean and Director of Extension: oversees OSU Extension programming for CFAES; provides strategic leadership to the OSU Extension enterprise for CFAES through developing cooperative relationships in counties and across the state; partners with other academic departments in ensuring delivery of a comprehensive Extension program; supports the development and implementation of CFAES' strategic priorities
- e. Associate Dean for Research and Graduate Education and Director of the Ohio Agricultural Experiment Station: provides leadership for and oversees the CFAES research enterprise (OARDC) and graduate education, including postdoctoral training; serves as the research officer for CFAES; responsible for supporting sponsored research and managing federal and state capacity funds; supports the development and implementation of CFAES' strategic priorities.
- f. Associate Dean for Operations: serves in a college-wide role providing leadership for operations across the Columbus, CFAES Wooster, and statewide campuses; agricultural and animal operations at farms, research stations, and field labs; information and educational technology; facilities and capital planning; facilities operations (Wooster), and safety; also works with the Dean and Senior Associate Dean to lead strategic alignment and risk management efforts.

- g. Director of Advancement: serves as the chief development officer by building relationships with partners, stakeholders and alumni to secure resources that advance the college mission and priorities; serves as the college's liaison to the university's Office of Advancement.
- h. Director of Government Affairs: serves as the college's key liaison among government officials at the county, state and federal levels; serves as the college's liaison to the university's Office of Government Affairs.
- i. Senior Fiscal Officer: serves as the chief fiscal officer by managing the college budget and business processes; provides strategic advice regarding management of college financial resources; supervises the CFAES Business and Finance unit.
- j. Chief of Staff: provides specialized and strategic support to the VP/Dean relating to a variety of initiatives and processes; manages the Office of the VP/Dean and their behalf.

3. Members of the CFAES External Relations team

- a. Director of Advancement
- b. Director of Governmental Affairs
- c. Associate Dean and Director of Extension
- d. Chief of Staff

4. Heads of all tenure-initiating units within CFAES (See section VII.C.).

5. Directors of central services (see section V).

- a. Advancement
- b. Directors in CFAES Operations
 - i. Facilities and Capital Planning
 - ii. Agricultural and Field Operations
 - iii. Facilities Operations (CFAES Wooster campus)
 - iv. Safety
 - v. Information Technology
- c. Directors in the CFAES Office of Faculty and Staff Affairs
 - ii. Human Resources
- d. Business and Finance (known as the Senior Fiscal Officer)
- e. Government Relations
- f. Directors in the Office of Research and Graduate Education
 - i. International Programs
- g. Marketing & Communications

B. Central Administration Reviews

This section refers to administrators who serve college-wide roles (includes associate deans, directors) in positions other than those of VP/Dean or TIU head.

1. All CFAES administrators serve at the pleasure of the VP/Dean and/or designated director/associate dean. These persons are evaluated annually by the person to whom they report. The person charged with such evaluations consults with others in the organization as

they deem appropriate. Annual conferences will be held to apprise each administrator of his/her performance. Normally, this conference culminates in providing specific feedback regarding strengths and/or weaknesses. In addition, this is the usual time when any administrator not being reappointed would be so notified verbally and in writing.

2. During the fourth year of service (and each fourth year thereafter) a more extensive review is conducted (see [CFAES Policies and Procedures](#) for details). During this review, the person responsible for supervision of each individual solicits formal feedback related to the person's job performance. This feedback will be both written and verbal in nature. In the case of directors/associate deans, the VP/Dean will involve the other directors/associate deans, the director/associate dean's staff, TIU heads, and a sample of faculty in securing feedback regarding the administrator's performance and the advisability of continuing the director/associate dean in the current role. The VP/Dean will also consult with other deans as appropriate. TIU heads will be encouraged to consult with their faculty before offering input. Following the gathering of such feedback, the VP/Dean will then determine whether to continue the appointment.
3. In the case of administrators on the director/associate dean's staff, the director/associate dean will conduct a similar review including other members of his/her staff, other directors/associate deans, TIU heads, and a sample of faculty. The director/associate dean will then decide whether to continue the appointment.

C. Tenure-Initiating Unit Leader Selection and Review

Within CFAES, tenure-initiating units (TIUs) are led by department chairs, school directors, or program heads. All of these titles are collectively referred to as "TIU heads" in the following section.

1. TIU heads shall be selected and appointed by the VP/Dean, in consultation with the faculty of the TIU and subject to approval by the President and the Board of Trustees. Each TIU head shall be appointed for a term of four years and shall be eligible for reappointment. TIU heads will be reviewed annually by the VP/Dean.
2. During the last year of the term of a TIU head, the VP/Dean and Senior Associate Dean and Director of Faculty and Staff Affairs will conduct a thorough review of the performance of the TIU head (see [CFAES Policies and Procedures](#) for details) during her or his term, ascertain whether or not the TIU head desires to serve another term, and assess the level of support in the TIU for the TIU head continuing for another term. Taking into consideration feedback from the unit and assuming the TIU head agrees to serve another term and that the performance review is satisfactory, the VP/Dean will appoint the TIU head for another term.
3. If it is determined that a new TIU head is to be selected, a TIU head selection process will normally be launched. The decision to hire an internal or external chair will be made by the VP/Dean after input from the TIU is considered.
4. Selection and appointment of TIU heads
 - a. The VP/Dean will meet with the faculty of the TIU to discuss the selection of a new TIU head. After that meeting, the VP/Dean, in consultation with the TIU, will form a Chair/Director Search Committee. The committee will include at least one member from a unit outside the TIU. The VP/Dean will appoint another TIU head to serve as the chair of the committee.

- b. Working with the search committee and following any additional procedures detailed in its POA, the unit will identify candidates for the TIU head position. It is expected that faculty, students, and staff will be involved in the chair selection process (see [CFAES Policies and Procedures](#) for details on college leadership appointments and searches). For external searches for a TIU head, normal faculty search procedures will be followed with the Chair/Director Search Committee serving as the search committee (see [CFAES Policies and Procedures](#) for details on the faculty hiring checklist).
 - c. After the selection procedure has been conducted, the Chair/Director Search Committee will provide a recommendation to CFAES concerning the appointment of the TIU head. Specifically, CFAES expects to receive a list of potential TIU head candidates, an evaluation of the candidates by the selection committee, and a sense of the degree of overall support by the TIU for each candidate. The list of candidates must be unranked. The VP/Dean will appoint a TIU head, taking into consideration the recommendations made by the selection committee and input received from the TIU.
5. Selection and appointment of associate chairs/directors
- a. Associate chairs or directors, in TIUs that have these positions defined in their Patterns of Administration, are appointed by the TIU head in consultation with the faculty of the unit, with the approval of the Senior Associate Dean and Director of Faculty and Staff Affairs. These appointments should be made according to the unit's POA as soon as possible after a TIU head has been appointed. Where there are incumbent associate chairs/directors already serving, the new TIU head and the faculty will evaluate the incumbent's performance. Upon a favorable review, the associate chair/director will be offered reappointment. If the review is unfavorable, or if the associate chair/director does not wish to be reappointed, the TIU head will proceed with a new appointment as described in the unit's POA.

D. Standing Committees

Much of the development and implementation of CFAES' policies and programs is carried out by standing and ad hoc committees. The VP/Dean is an ex officio member of all CFAES committees and may vote as a member on all committees except the Promotion and Tenure Committee.

To be eligible for standing committee membership, faculty members must be tenure-track faculty as defined in Faculty Rule [3335-5-19](#) except where specified otherwise; staff must be full- or part-time CFAES staff on one of the OSU campuses or one of the Extension offices; students must be full- or part-time CFAES students in good academic standing on one of the OSU campuses. Appointments to these committees are made by the VP/Dean in consultation with the VP Cabinet with the exception of the Committee on Academic Affairs (see item 4. below). Committee service normally begins on the first day of the fall semester.

1. VP Cabinet.

This Cabinet is composed of the VP/Dean, who serves as chair, and the associate deans described above (VI.A.2.a-f.). Nonmembers may be invited to attend meetings of the VP Cabinet to provide input. This group discusses administrative and policy matters and engages in planning, coordinating, enhancing, and implementing the operations of CFAES and its constituent units. The VP/Cabinet normally meets every two weeks throughout the

year. The members are expected to discuss non-confidential issues and concerns with appropriate personnel in CFAES in support of establishing a clear network of communications about administrative and policy matters across CFAES.

2. CFAES Faculty Advisory Council (FAC).

- a. The membership, leadership, and bylaws of the FAC are outlined in Appendix A.
- b. The CFAES FAC is the primary faculty governance vehicle in CFAES. Representing a faculty voice, the FAC seeks to promote a sense of community among our disciplines, to foster transparency, mutual respect, and representative participation, and to ensure shared commitment and accountability to the goals of CFAES.
- c. The CFAES FAC, per its bylaws (Appendix A), collaborates in the appointment of two college-wide standing committees: The Promotion and Tenure Committee and the College Investigation Committee, which also hears salary grievances.
- d. A member of the FAC will be eligible to sit on ad hoc committees as needed to secure faculty advice and input to the CFAES Leadership Team on matters pertaining to faculty and students.
- e. More information about the FAC can be found on the [FAC web page](#).

3. CFAES Staff Advisory Council (SAC).

- a. The CFAES SAC membership, leadership, and governance are available on the [SAC web page](#).
- b. The CFAES SAC shall act in an advisory capacity to the VP/Dean, in order to:
 - i. Provide a formal vehicle for staff participation in the betterment of CFAES by shaping an environment that promotes mutual respect, builds teams, and creates a compelling place to work and learn;
 - ii. Increase the efficiency and scope of communication within CFAES and University by:
 - a) serving as the staff voice/liaison to the VP/Dean;
 - b) relaying communication from the VP/Dean to staff;
 - c) facilitating staff-to-staff communication; and
 - d) broadening University-wide communication through its relationship with the University Staff Advisory Committee;
 - ii. Support the CFAES Goals

4. CFAES Committee on Academic Affairs

- a. The Committee on Academic Affairs (COAA) administers the policies and procedures of the Office of Academic Affairs (OAA) for the courses and curricula of CFAES academic programs and makes recommendations on curricula to the Council on Academic Affairs (CAA), subject to the separate responsibilities of the School of Environment and Natural Resources.
- b. According to Faculty Rule [3335-8-03](#), "Proposals for establishing new courses or curricula for alterations in existing courses or curricula shall originate in the departments or schools and, in the case of departments, shall be subject to acceptance,

revision, or rejection by the college or school of which those departments are a part. Proposals of departments, if approved by the college, and those of schools shall be submitted to the council on academic affairs.” See also Faculty Rules [3335-3-34](#) and [3335-8-02](#) for additional details.

- c. The COAA may initiate proposals for all baccalaureate degree programs for faculty to accept, revise, or reject. The COAA is responsible for implementing, maintaining, and reviewing the curriculum of the undergraduate and graduate degrees and programs of CFAES and ensuring the quality of the academic programming. Voting committee members review, make recommendations, and act on the establishment, change, or elimination of courses and curricula of the academic units.
- d. This committee is composed of the Assistant Dean for Academic Affairs, who serves as Chair, and faculty representing the academic units within CFAES. Faculty members are voting members of the committee, and the term of committee service is three-years. Faculty appointments to this committee are made by the Associate Dean for Academic Programs in collaboration with the academic units. For the purpose of meetings, a quorum is required, defined as at least half of the committee’s voting membership. The Chair is generally a non-voting member but may be called upon to vote if the committee vote results in a tie. An undergraduate and a graduate student may be appointed as non-voting members. The director of assessment, the Secretary of SENR, and the Agricultural Technical Institute Assistant Director for Academic Affairs will serve ex officio as non-voting members. A staff member will be appointed by the Assistant Dean for Academic Affairs in the capacity of Recorder and will be a non-voting member. Non-members may be invited to attend meetings to provide insight to course and curricular requests.

5. CFAES Promotion and Tenure (P&T) Committee

The P & T committee will comprise eleven members selected from the academic units of CFAES (listed in section IV.A.). Only one member from each unit may serve on the committee at one given time. Each member must be a tenure-track faculty member who has attained the rank of Professor. When considering cases involving professional practice faculty, the committee may be augmented by two nonprobationary professional practice faculty members. When considering cases involving research faculty, the committee may be augmented by two nonprobationary professional practice faculty members and two nonprobationary research faculty members.

The individuals to form this committee are selected by the FAC and forwarded to the Senior Associate Dean and Director of Faculty and Staff Affairs by June 1 for final approval by the Dean. The term of the appointment is three years. An appointee is not eligible for consecutive reappointment unless implementation of this rule impedes the ability of each TIU to be represented on the committee, in which case the VP/Dean or designee may permit a waiver of committee term limits. Each year, the committee will elect one of its members to serve as committee chair and one of its members to serve as vice-chair for the year.

Additional details on the composition and responsibilities of the P&T Committee are found in the [Appointments, Promotion, and Tenure \(APT\) document](#).

6. The College Investigation Committee

This is a standing committee comprising five members of the CFAES faculty and appointed by the VP/Dean. The College Investigation Committee hears faculty grievances and salary appeals as described in Section XV.

- a. The FAC annually recommends the names of two more than the number of openings on the committee to the VP/Dean. The VP/Dean will appoint among the nominations. A quorum shall comprise three members.
- b. Only tenured faculty members at the rank of Professor are eligible to serve on the committee.
- c. The term of service for members of the committee must not exceed three years. Once appointed to the committee, members are not eligible for reappointment to a consecutive term.
- d. The chair of the committee shall be appointed by the VP/Dean or designee.
- e. A committee member may not serve on the committee for a particular appeal if they are part of the aggrieved faculty member's unit, or has a personal or professional relationship with the aggrieved faculty member.
- f. For this committee, a professional relationship is defined as co-author on grants and published papers.

7. Ad hoc committees

In addition to the standing committees named above, the VP/Dean or associate deans may establish ad hoc committees as needed and may appoint members to such committees as appropriate. These committees will serve in an advisory capacity to the VP/Dean or associate deans, as appropriate.

Typical committees may include (but are not limited to):

- Advancement/fundraising
- Finance and budget
- Graduate programs
- Research, innovation, and commercialization
- Space and facilities
- Strategic planning
- Technology
- Undergraduate programs

E. Establishment and Review of Academic Centers, Consortia, and Programs in CFAES

CFAES centers will be established and reviewed consistent with Faculty Rule 3335-3-6 and Office of Academic Affairs Guidelines.

1. Definition

A CFAES Center is a non-degree granting unit within CFAES that is involved in research, instruction, and/or outreach and engagement. A Center is generally defined as an organized group of faculty and staff that has come together to address a particular research and/or educational mission. A CFAES Center will typically have a substantial research/scholarship component to its mission, and this research will normally be interdisciplinary in nature, involving faculty members and graduate students from two or more academic units within CFAES. Although neither University nor college centers may establish independent course offerings and degree programs, they may participate in cooperative programs involving course offerings and degree programs within existing academic units per Faculty Rule [3335-3-36](#). University faculty and staff may affiliate with the Center under procedures approved by the Center oversight committee. Centers shall not serve as tenure initiating units. Each Center will have a Director who reports to the VP/Dean or designee for matters pertaining to evaluation and management of the Center. The VP/Dean may appoint one or more associate deans to manage the formation, review, and oversight of the Center. CFAES will use the word 'Center' for multidisciplinary centers (those that involve faculty and students from different TIUs primarily within CFAES).

Programs are less formal than Centers and reflect a multidisciplinary effort in a given topic area that continues over several years or more. The leadership of a Program may be a faculty or staff member. Programs are created by mutual consent among CFAES leadership.

A consortium is a member organization created by a faculty member where members contribute an annual fee to support research in a given topic area. Individual consortium members do not specify what research projects are undertaken but may have voting privileges through an advisory board. A consortium may or may not be aligned with a formal CFAES Center. Consortia are approved by the Associate Dean for Research and Graduate Education and require a formal member agreement approved by the Office of Sponsored Programs.

2. Procedure for the Creation of a Center

- a. Individuals wishing to formally establish a Center within CFAES should first consult with the VP/Dean or an appropriate associate dean. The establishment of a Center is initiated by submission of a proposal package, prepared by the prospective Director and/or oversight committee, which includes the following parts:
 - i. Cover letter, describing the goals of the Center, outlining its mission and scope, describing how it aligns with CFAES and University strategy, and recommending an initial Director and initial oversight committee.
 - ii. Mission and membership statement that explains the mission of the Center and how it is aligned with CFAES and University strategy, describes level of faculty interest, membership criteria, lists faculty interested in associating, and describes staff and student involvement.
 - iii. Administrative structure and responsibilities of the director and oversight committee including initial director, responsibilities, function(s) and composition of the oversight committee, reporting line, and main components of a pattern of administration (to be completed within a year of center establishment).

- iv. Budget or financial plan that includes all expected sources and uses of both internal and external funds for a period of at least the first four (4) years of operation. Support from central CFAES resources may be proposed but, if approved, generally should transition to other funding pools after the first two (2) years of operation.
- v. Evaluative criteria and benchmarks that propose and define specific criteria and benchmarks against which the center will be measured.
- vi. Supporting documents that include a list of founding faculty and staff and any history of collaboration; endorsement letters from key stakeholders, TIU heads; and any additional information that may be helpful to the review process.
- b. Submit the Center proposal documentation to the VP/Dean for review. If necessary, a committee may be appointed by the VP/Dean for purposes of conducting the review. The review should take place within six (6) weeks after the application is submitted and, if positive, should include a recommendation supporting designation as a CFAES Center. The Dean or her/his designee will present this recommendation to the VP Cabinet for concurrence and final authorization.
- c. If the Center proposes to participate in for-credit or degree programs, the proposal be reviewed by the College Committee on Academic Affairs and will require approval by both CFAES' faculty and the Council on Academic Affairs (see Faculty Rule 3335-3-36).

3. Appointment of CFAES Center Directors

- a. The Center Director shall be the administrative head of the CFAES Center, and represents the members of the Center in interactions with the Dean or others in University administration. The Director is responsible for leading the Center in developing and maintaining a robust, high-quality research program.
- b. The VP/Dean appoints the Director, generally for a period of two (2) years, with reappointment as informed by a thorough review of accomplishments. The Center Director reports to the VP/Dean or designee. The Director shall be a tenured or tenure-track faculty member whose research aligns with the Center.

4. Renewal of CFAES Centers

- a. Each CFAES Center will end after four (4) years but may be renewed pending a formal review led by an Associate Dean or a committee named by the VP/Dean. If the Center participates in courses or degree programs, a committee that includes members of the College Committee on Academic Affairs, as appointed by the VP/Dean or designee, will also review the Center. The Center will prepare a self-study document that contains:
 - i. A summary statement describing the purpose of the Center and its scope of activities.
 - ii. A comprehensive self-study that provides information regarding its mission, faculty, administrative structure, budget, and evaluative criteria and benchmarks, as outlined in Council on Academic Affairs "Guidelines for the Establishment and Review of Academic Centers".
- b. Upon receipt of the self-study document, the review committee will discuss and assess the Center with a focus on: relevance of the mission with respect to CFAES' strategic priorities; effectiveness of the Center's administration and leadership; performance of the Center relative to stated evaluation criteria; appropriateness of the budget for

- continued financial viability; effectiveness with which space and facilities are utilized.
- c. The review committee will meet with the director, oversight committee, and administrative staff as appropriate to discuss the self-study. The committee may also consult with stakeholders or external central advisory committee members, as appropriate. Based on the review, the evaluating committee will provide a report to the VP/Dean or designee. The report is to evaluate the Center's performance with respect to the focus points above, and provide feedback about the Center's mission, operation, financing, and facilities. The report should allow for an overall decision by the VP/Dean to either (a) renew the Center, (b) conditionally renew the Center with a follow-up review in 1-2 years, or (c) dissolve the Center.

5. Reviews of Center, Consortia, and Programs

Each CFAES Center, Consortium, and Program shall prepare and submit an annual report on the activities during the previous year. The Associate Dean for Research and Graduate Education will request the report and provide the format each year. The report should include a financial analysis and budget for the coming year. The report shall also provide an analysis of the Center, Consortium, or Program activities with respect to its performance criteria. After submission of the annual report, the Associate Dean for Research and Graduate Education will review the report, seek faculty input (from faculty not in the Center, Consortia or Program) on the report, and meet with the leadership of each Center, Consortium, or Program to discuss progress, challenges, and future plans.

6. Changes in status

Any change of a CFAES Center's status will be reported to the Office of Academic Affairs by the VP/Dean or designee.

VIII. CFAES Faculty Meetings

Any matters concerning CFAES policy which, in the opinion of the FAC, VP/Dean, or VP Cabinet, should be considered or acted upon by the faculty of CFAES, shall be presented by the VP/Dean or designee for discussion. CFAES recognizes the scheduling challenges inherent in a faculty of our size, housed in multiple locations, and working to fulfill the diverse areas of our mission. Therefore, presentation and discussion of matters may occur at TIU faculty meetings, standing or ad hoc committee meetings, and/or college-wide meetings and be supplemented by the use of electronic and digital resources. Additional details about faculty meetings may be found in Appendix A.

The VP/Dean or designee will preside over college-wide faculty and staff meetings. College-wide meetings may be conducted at the discretion of the VP/Dean but should include at minimum an annual State of the College address. CFAES faculty meetings may be called into session by the VP/Dean/designee, the FAC chair, petition to Council from five percent of the eligible voting faculty as defined in Article II A of the FAC Bylaws (Appendix A), or petition to Council from any combination of at least three CFAES academic units through their TIU heads. Faculty meetings will be announced by the chair of the FAC and will be held between two and four weeks after the request. The FAC will announce and shall keep, or cause to be kept, records of college-wide meetings and faculty votes. Special policies pertain to voting on personnel matters, and these are set forth in the CFAES [APT](#)

[document](#).

- A. Faculty members' voting rights (see Section IV.B.3.)
 - 1. Faculty members with a 50% or more compensated appointment, whose TIU is in CFAES, and who hold an appointment as tenure-track faculty, professional practice faculty, research faculty, shall have a full vote at CFAES faculty meetings and in faculty elections.
 - 2. The eligible faculty for appointment reviews of tenure-track, professional practice, and research faculty are defined in the CFAES [Appointments, Promotion, and Tenure \(APT\) document](#). Associated faculty may not participate in discussion of or votes on personnel matters. Emeritus faculty may not vote on any matter. An affirmative vote is defined as a simple majority of eligible voting members of the faculty who cast a vote.
- B. College-wide votes on substantive issues may not be taken during faculty meetings. Electronic and written means of voting will be provided by CFAES within one month of a faculty meeting. Before voting opens, faculty must be notified electronically at least twice of the upcoming vote. Electronic votes will be collected for at least seven calendar days.
- C. The VP/Dean will appoint three judges from among the administrative staff to count and verify the vote. Votes are not anonymous, but will be kept confidential. The vote on any issue will be confirmed and reported to the VP/Dean within one week of the close of voting. When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved, the VP/Dean will make the final decision.

IX. Distribution of Faculty Duties, Responsibilities, and Workload

In CFAES, each unit subscribes to the practice of establishing "mutually agreed-upon expectations" between the unit and each faculty member. Annual reviews which form the basis for annual salary adjustments are based on each individual's set of mutually agreed-upon expectations. Within this framework each unit, following its own POA, sets the range of faculty responsibilities including teaching assignments.

Depending on their appointment, CFAES faculty members' responsibilities may include teaching (including Extension), research, outreach and engagement, and/or service. When a faculty member's contributions decrease in one of the areas appropriate to that faculty member's appointment type, additional activity in one or more of the other areas is expected. Fluctuations in the demands and resources of the TIU and individual circumstances of faculty members may also warrant changes. Assignments and expectations for the upcoming year are addressed as part of the annual review by the TIU head.

A full-time faculty member's primary professional commitment is to The Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution, conducting research for an entity outside of Ohio State, external consulting) must disclose and discuss these with the TIU head to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).

During on-duty semesters, faculty members are expected to be available to interact with students and carry out service responsibilities, even though they may have no formal teaching obligations.

On-duty faculty members who are off campus for extended periods of time must be on an approved Faculty Professional Leave or other approved leave (see section XI of this document).

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by TIU heads to take into account the impact over time of the crisis. These adjustments may include modifying research expectations to maintain teaching obligations. These assignment changes must be considered in annual reviews.

A. Guidelines on Teaching Assignments

Teaching loads in CFAES will be determined at the TIU level, by the TIU head. All tenured, tenure-track, and professional practice faculty are expected to contribute to their unit's teaching, including large enrollment and specialized courses. In order to achieve equitable workloads for all faculty, the teaching load for an individual faculty member will be adjusted appropriately in response to variations in research and/or service activities. The University's policy with respect to faculty teaching load is set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#), Volume 1, Chapter 2, Sections 1.4.3 and 1.4.3.1.

B. Special Assignments

Information on Special Assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#).

Faculty may request a SA, consistent with the TIU's requirements for SA proposals. The TIU head shall make a recommendation to the Dean regarding a SA proposal. Award of the SA will be based on the quality of the proposal and its potential benefit to the TIU or University and the faculty member as well as the ability of the TIU to accommodate the SA at the time requested.

C. Guidelines for Determining FTE Exceptions to [Faculty Appointments Policy](#)

CFAES recognizes that lecturers are professionals committed to educating Ohio State students. Lecturers provide a valuable contribution to their units and must be compensated and treated fairly.

There are instances where the workload associated with a course is greater (or less) than the university-wide ratio of one (1) 3-credit course to 0.25 FTE (in one semester). In such cases, the TIU should request approval for an FTE adjustment.

At other times there may be unique circumstances surrounding the specific instance the course is offered that increase the workload. In these cases, the TIU should request approval for additional compensation for the lecturer teaching the course.

In all cases, TIUs must provide evidence to justify requests to increase or decrease the credit hour to FTE equivalency beyond the university-wide ratio of one (1) 3-credit course

to 0.25 FTE (per semester). Every five (5) years, TIUs will reassess and report to the College whether or not any changes are warranted.

Activities that may warrant additional compensation include the following:

- Faculty member assigned a course for the first time.
- Faculty member requested to simultaneously significantly revise and teach a course
- Faculty member requested to teach a class that is larger than usual

Circumstances that may warrant adjusting FTE (*this list is not exhaustive*):

- Three hour-credit courses that exceed an average of two additional hours/week; the FTE will be determined by assessing the average hours/week required for the course
- 3-credit courses where the faculty member provides the lecture and GTAs provide the recitation
- 4-credit courses where the faculty member provides the lecture and GTAs provide the lab supervision and grading
- Courses involving individual instruction
- Advising, curriculum development, internship oversight may replace course teaching
- Online course development
- Large enrollment courses

D. Modifications of Duties

CFAES strives to be family-friendly in its effort to recruit and retain high quality faculty members. To this end, CFAES is committed to a modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status.

The faculty member requesting modifications of duties and the TIU head should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the University. Expectations must be spelled out in an MOU that is approved by the VP/Dean or designee.

Faculty may be eligible for additional leave under the [Family Medical Leave Policy](#) and/or the University's paid parental leave policy as described in its [Paid Time Off Policy](#). See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XII. Please consult CFAES' Human Resources office to review leave options and available benefits.

X. Course Offerings and Teaching Schedules

TIU heads of individual schools, departments, and programs are expected generally to manage the unit's course offerings and individual faculty teaching schedules. However, the VP/Dean and Associate Dean and Director of Academic Programs are ultimately responsible for course offerings and teaching schedules, ensuring that courses needed by students are being offered, and that class availability is distributed across the day and week. TIU heads should consult Faculty Rule [3335-8-16](#) regarding cancellation of courses.

XI Allocation of College Resources

The VP/Dean is responsible for the fiscal and academic health of CFAES and for ensuring that all resources – fiscal, human, and physical – are allocated in a manner that will optimize achievement of CFAES strategic priorities. The VP/Dean will allocate resources in support of the mission of CFAES after appropriate consultation with Cabinet.

The VP/Dean and Associate Dean for Operations shall oversee facilities and space allocation in CFAES. The allocation of office space will include considerations such as achieving proximity of faculty in disciplines, and productivity and grouping staff functions to maximize efficiency.

The allocation of salary funds is addressed in the [Appointments, Promotion and Tenure \(APT\) document](#).

XII. 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 on the Office of Human Resources [Policies and Forms website](#). In general, there are four kinds of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)).

A. Discretionary Absence

Faculty and staff members are expected to complete a travel request or a [request for absence](#) 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 CFAES retains the authority to disapprove a proposed absence when instruction or other activities are negatively impacted by the leave, as identified by TIU heads. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Under Faculty Rule [3335-5-08](#), the Office of Academic Affairs must approve any discretionary absence longer than ten continuous business days.

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty and staff members are expected to complete a [request for absence](#) as early as possible. When absences for unexpected medical reasons occur, the faculty member, or someone speaking for the faculty member, should let the

TIU head 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 (e.g., personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used, not banked. For additional details see the Office of Human Resources [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 the Office of Human Resources [Policy 6.45](#). Unpaid leaves are not common and should demonstrate clear value to not only the faculty member but the TIU and/or college once the leave is complete.

D. Faculty Professional Leave (FPL)

Information concerning faculty professional leaves (FPLs) is presented in the OAA [Policy on Faculty Professional Leave](#). Applications for FPL, which must follow the format determined by the Office of Academic Affairs, must be peer-reviewed in the TIU using procedures detailed in each unit's Pattern of Administration.

Following unit-level peer review, the FPL application and unit recommendation are sent to the TIU head for review. TIU heads shall review the application and forward only those recommended for approval to the Senior Associate Dean and Director of Faculty and Staff Affairs. The TIU head's recommendation to CFAES regarding the proposed FPL will be based on the quality of the proposal and its potential benefit to the unit and to the faculty member as well as the ability of the unit to accommodate the leave at the time requested.

E. Parental Leave

The university and this college recognize the importance of parental leave to faculty members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

XIII. Additional Compensation and Outside Activities

Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Outside Activities and Conflicts](#). The information provided below supplements these policies.

This college adheres to these policies in every respect. In particular, this college expects faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing additional compensation must be approved by the TIU head 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 college. In addition, it is university policy that faculty may not

spend more than one business day per week on supplementally compensated activities and external consulting combined.

Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the Policy on Outside Activities and Conflicts and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

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

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.

XIV. Financial Conflicts of Interest

Information on faculty financial conflicts of interest is presented in the university's [Policy on Outside Activities and Conflicts](#). 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 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. Further information about conflicts of commitment is included in section IX above.

XV. Grievance Procedures

It is assumed that any faculty or staff member who has a grievance with CFAES and its individual units have first discussed that matter with their TIU head, who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. This section deals with grievances that have proceeded from the TIU level to CFAES level. If the grievance involves the TIU head or the TIU head is not the appropriate contact for some other reason, the faculty or staff member should bring the matter to the attention of the Senior Associate Dean and Director of Faculty and Staff Affairs. Complaints concerning the Senior Associate Dean and Director of Faculty

and Staff Affairs should be brought to the attention of the VP/Dean.

CFAES is supported by the Office of Academic Affairs and the Office of Human Resources with regard to formal grievances, as are other campus units. CFAES HR personnel can assist in resolving problems and conflicts before they escalate to formal grievances or corrective action. For both faculty and staff, the Senior Associate Dean and Director of Faculty and Staff Affairs provides advice on corrective action, grievance hearings, and informal mediation, and assists with the interpretation of policies, procedures, and labor contracts that apply.

A. Salary Grievances

Faculty or staff members who believe that their salary is inappropriately low should discuss the matter with the relevant TIU head. The faculty or staff member should provide documentation to support the complaint. CFAES strongly prefers that salary grievances be resolved at the TIU level following procedures described in each unit's Pattern of Administration.

In cases that cannot be resolved at the TIU level, a faculty member may file a salary grievance with the VP/Dean. CFAES, in consultation with the CFAES Faculty Advisory Council, annually appoints a College Investigation Committee (CIC) to address salary grievances. This committee will handle salary appeals according to University prescribed procedures in addition to cases of faculty misconduct according to procedures outlined in the OAA Policies and Procedures Handbook. The CIC (see section VII-C) handles salary appeals according to procedures outlined in the OAA [Policies and Procedures Handbook](#).

Staff members who are not satisfied with the outcome of the discussion with their TIU head and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

B. Faculty and Staff Misconduct

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

CFAES, in consultation with the CFAES Faculty Advisory Council, annually appoints a College Investigation Committee (CIC) to hear complaints alleging faculty misconduct or incompetence. The CIC (see section VII-C) handles cases of faculty misconduct according to procedures outlined in the OAA [Policies and Procedures Handbook](#).

Any student, faculty, or staff member may report complaints against staff to the TIU head. The [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

C. Faculty Promotion and Tenure Appeals

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

D. Harassment, Discrimination, and Sexual Misconduct

The [Civil Rights Compliance Office](#) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's [policy on equal employment opportunity](#).

Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's [policy on equal employment opportunity](#).

E. Violations of Laws, Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).

F. Complaints by and about Students

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 TIU head, they will first ascertain whether the students require confidentiality. If confidentiality is not required, the TIU head will investigate the matter as fully and fairly as possible and provide a response to both the student(s) and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to investigate fully a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid. The Associate Dean and Director of Academic Programs will investigate student complaints that are forwarded to CFAES office. In accordance with Faculty Rule [3335-8-23](#) (B), with respect to grade grievances, the findings of the faculty committee of the TIU are final – the issue is not appealable as it may be for non-grade grievance petitions.

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 TIU head and others with appropriate knowledge of policies and procedures when problematic situations arise.

G. Academic Misconduct

Faculty members will report any instances of academic misconduct to the [Committee on Academic Misconduct](#) in accordance with the [Code of Student Conduct](#). See also [Board of Trustees Rule 3335-23-05](#).

Appendix A – Faculty Advisory Council Bylaws

ARTICLE I. PURPOSE

- A. The College of Food, Agricultural, and Environmental Sciences (hereafter CFAES) Faculty Advisory Council (hereafter FAC) will serve as the principal faculty advisory group to the Vice President for Agricultural Administration and Dean of CFAES (hereafter VP/Dean). The FAC will be the primary agency for full faculty participation in the governance of CFAES.
- B. The specific functions of the FAC include: representing the faculty in matters of faculty business; acting as the official liaison between CFAES administration and faculty; advising the VP/Dean on CFAES programs and budgets, making recommendations to the VP/Dean regarding candidates to fill positions on college-wide standing committees, and assisting the VP/Dean in conducting faculty meetings. To function effectively as stated above, the FAC or representatives from the FAC will meet with the VP/Dean at least three times during both the fall and spring semesters, and once during the summer semester, to discuss matters that impact the faculty in CFAES.

ARTICLE II. MEMBERSHIP

- A. The FAC will consist of representatives from the CFAES faculty. For purposes of the FAC and its bylaws, CFAES faculty are defined as those:
 - 1. having the title of Professor, Associate Professor, Assistant Professor, or Instructor in tenure-track, clinical, or research appointments, or non-tenure-track lecturer; and
 - 2. giving service of 50% or more to a tenure-initiating unit in CFAES.
- B. Faculty with official administrative appointments, including such titles as department and division chairs, associate chairs, district directors, directors, associate and assistant directors, and associate and assistant deans are excluded from membership on the FAC.
- C. The VP/Dean or designated representative(s) will be an ex officio (non-voting) member.
- D. The following units will each have one representative: Agricultural Communication, Education, and Leadership; Agricultural, Environmental, and Development Economics; Animal Sciences; Entomology; Food Science and Technology; Food, Agricultural and Biological Engineering; Horticulture and Crop Science; Plant Pathology; the School of Environment and Natural Resources; The Ohio State University Agricultural Technical Institute. The Department of Extension will have four representatives.
- E. Upon the approval of their TIU faculty, a FAC member will serve a minimum of one 3-year term and a maximum of two consecutive 3-year terms beginning July 1. A FAC member may be nominated to serve as vice chair within the last two years of their second term; their service time as FAC leadership will complete their term on FAC.

Replacement of members, whose terms are expiring, will be included as an agenda item at the final FAC meeting of the academic year. Each retiring FAC member is responsible for seeing that the unit represented conducts an election for replacement through procedures indicated for governance in the unit's pattern of administration and reporting election results to the vice chair of FAC no later

than June 1.

- F. A member must provide for a substitute from the unit represented if unable to attend a meeting.
- G. FAC members may be recalled and/or replaced by their constituent group at any time. When a vacancy occurs, the vice chair of FAC will notify the unit administrator to conduct an election of a person to serve out the un-expired term through procedures indicated for governance in the unit's pattern of administration. Election results will be given to the vice chair of FAC by the unit administrator.
- H. Being under investigation by the College Investigation Committee for misconduct under Faculty Rule 3335-5-04 is not sufficient grounds, in and of itself, for being removed as a member of CFAES Faculty Advisory Council. However, if a sanction is issued after due process, the faculty member is ineligible to serve on the Council for the duration of the sanction. Once the sanction is served, the faculty member may return to membership on CFAES Faculty Advisory Council.

ARTICLE III. OFFICERS

A. Officers

The officers of the FAC will consist of a chair, vice chair, secretary, and immediate past chair. Officers will be elected at the final meeting of the academic year from members of the FAC. A nominated faculty to the position of vice chair must have served at least 2 years in FAC. Officers will serve a term of one year commencing July 1. In the event an officer is incapable of functioning as an officer, the FAC will appoint one of its members to act as an interim until the office is filled at the regular nomination time.

B. Chair

The chair will advance from the vice chair position and will: be responsible for keeping the work of the FAC directed toward its purposes and functions, conduct FAC meetings, chair the executive committee, carry out such activities as voted upon by members of FAC, appoint members to FAC committees, communicate with the CFAES faculty as appropriate, and meet with the VP/Dean on a regular basis. The chair is responsible for scheduling meetings with the VP/Dean as required in Article I.B.

C. Vice Chair

The vice chair will assume the duties of the chair in the absence of the chair. The vice chair will maintain an official roster of FAC members, monitor the completeness of the FAC membership replacement procedures, and distribute to FAC members copies of the Bylaws. The vice chair will be responsible for updating the FAC website and keeping current all appropriate documents in the FAC's Buckeye Box folder.

D. Secretary

1. The secretary will record, maintain, and preserve minutes of FAC and CFAES faculty meetings and will deposit copies of these minutes with the Secretary of CFAES for preservation.

2. The secretary will maintain and preserve copies of FAC Bylaws. The secretary will distribute the agenda for FAC meetings to all FAC members (at least two weeks prior to regular meetings).
3. The secretary will distribute to all CFAES faculty by appropriate means and via the FAC's website: a summary of FAC meeting minutes, the agenda for CFAES faculty meetings (at least two weeks prior to regular meetings), a summary of CFAES faculty meeting minutes, and communications resulting from CFAES faculty meetings.

E. Immediate Past Chair

The immediate past chair will provide advice and assistance to the FAC and its officers and serve as chair of the nominating committee.

ARTICLE IV. FAC MEETINGS, COMMITTEES AND COMMUNICATIONS

A. Meetings

1. Regular FAC meetings will be held a minimum of four meetings per academic year – two per semester - as scheduled by the Executive committee.
2. Special meetings may be called by the VP/Dean, the executive committee, or by two members of FAC.
3. The presiding officer will adhere to the spirit of the newest edition of Robert's Rules of Order.
4. Presence of at least 50% of FAC membership will constitute a quorum.
5. A report from CFAES senators regarding the University Senate will be an agenda item at least once per semester.

B. Committees

1. Executive Committee

The executive committee will consist of the four FAC officers. The duties of the executive committee include: coordinating FAC business and activities, scheduling FAC meetings, and setting meeting agendas. The committee will meet at least once before each FAC meeting.

2. Nomination Committee

The nomination committee will consist of three members appointed in the spring meeting. The duties of the committee are to prepare and present a slate of candidates for vice chair and secretary by May 1st. The immediate past chair will chair the nomination committee.

3. Ad Hoc Committees

Ad hoc committees will consist of two or more FAC members. The duties of these committees are to evaluate specific items of FAC business and make recommendations for action at FAC meetings. To the extent possible, all business that requires official action on the part of the FAC will be assigned to ad hoc committees for preliminary analysis.

C. Communications

1. FAC Website

The FAC will maintain a public-facing website containing the current FAC membership roster with contact information, meeting dates and times for the academic year, and copies of approved agendas, minutes, and actions taken.

2. FAC Documents

The FAC, with assistance from the VP/Dean's office on request, will maintain a Microsoft Teams (or other appropriate electronic communication program) account for the purpose of facilitating communications among all FAC members. All members of the FAC will be invited to join for the duration of their appointment.

ARTICLE V. CFAES FACULTY MEETINGS AND STANDING COMMITTEES

- A. Meetings

1. CFAES faculty meetings may be called for the discussion of those issues defined as academic affairs as described in the Rules of the University Faculty ([3335-5-14](#)) and for discussion of other CFAES-related issues of interest to faculty.
2. The VP/Dean/designee will preside at CFAES faculty meetings per the Rules of the University Faculty ([3335-3-29](#)).
3. The VP/Dean/designee and the FAC chair will jointly prepare an agenda and ensure that it is distributed to all faculty at least two weeks prior to a meeting unless an emergency exists. Items not on the formal agenda may be introduced for discussion/action.
4. The presiding officer will adhere to the spirit of the newest edition of Robert's Rules of Order
5. CFAES faculty meetings may be called into session by the VP/Dean/designee, the FAC chair, petition to FAC from five percent of the eligible voting faculty as defined in Article II A of the Bylaws, or petition to FAC from any combination of at least three CFAES academic units through their TIU heads. Faculty meetings will be announced by the chair of the FAC and will be held between two and four weeks after the request.
6. Distribution to the faculty of motions for consideration and appropriate information concerning the meeting's agenda will be the responsibility of the individual or group recommending the meeting and will be provided with the announcement of the meeting date.
7. Main motions for consideration during CFAES faculty meetings may be put forth by the VP/Dean/designee, the FAC, five percent of the eligible voting faculty as defined in Article II A of the Bylaws, or by any combination of at least three TIUs through their TIU heads.
8. If further review and discussion of a main motion are needed prior to vote, a second faculty meeting will be held within one to three weeks following the first meeting. Determination of the need for a second meeting will be made by the VP/Dean/designee and the executive committee of FAC.

9. Main motions may be withdrawn only by those persons or groups that presented the original motion. Withdrawals may be made either during or after CFAES faculty meetings.
10. No votes will be taken at faculty meetings. Balloting on main motions will be conducted by the executive committee of FAC using a confidential procedure within a timeline of one to three weeks after a faculty meeting. All tenure- and clinical-track faculty as defined in Article II A of the Bylaws in the TIUs in CFAES will be eligible to vote on matters pertaining to curricula and course matters within the TIUs. All tenure- and clinical-track faculty as defined in Article II A of the Bylaws within the OSU Agricultural Technical Institute will be eligible to vote on matters pertaining to curricula and course matters within the Agricultural Technical Institute. All tenure- and clinical-track faculty as defined in Article II A of the Bylaws in the School of Environment and Natural Resources will be eligible to vote on matters pertaining to curricula and course matters within the School of Environment and Natural Resources. All faculty, as defined in Article II A of the Bylaws in the CFAES, will be eligible to vote on all other matters within the purview of the FAC.
11. The vote required for passage of main motions will be a simple majority of the returned paper ballots or electronic ballot responses.
12. To be counted, paper or electronic ballots must be returned to the chair of the FAC or responded to within three weeks of the date of distribution or electronic notification. The executive committee of FAC will be the teller committee. The teller committee will announce voting results within one week of the balloting deadline.
13. A governance decision reached by a college-wide faculty vote will override a decision on the same matter made by a vote within a CFAES TIU.

B. Standing Committees

1. FAC will make recommendations to the VP/Dean/designee regarding candidates to fill positions on two CFAES-wide standing committees, Promotion and Tenure, and College Investigation. Recommendations for specific committees are subject to stipulations and restrictions contained in the CFAES Pattern of Administration, section VI.D.
2. Filling vacancies on the CFAES standing committees will be included as an agenda item during the April meeting of the FAC. It is the responsibility of FAC members to poll eligible faculty in the unit represented concerning interest in serving on specific standing committees and to recommend named individuals to the Executive Committee of FAC no later than May 1.
3. The executive committee of FAC will submit to the VP/Dean no later than June 1 a list of suggested candidates for standing committee membership. The list will contain at least two more names than vacancies anticipated for each committee.

ARTICLE VI. AMENDMENTS TO THE BYLAWS

- A. Amendments to the Bylaws may be proposed by any member of the faculty as defined in Article II.A. or by an ad hoc committee of FAC.

- B. Proposed amendments will be placed on the agenda of a FAC meeting. If approved by FAC, the proposed amendments will be submitted for a CFAES faculty vote in accordance with the balloting procedures described in Article V.
- C. Proposed amendments will be adopted if approved by a simple majority of voting CFAES faculty.