



THE OHIO STATE UNIVERSITY

JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

Pattern of Administration

Procedures for the John Glenn College of Public Affairs (JGCPA)

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1. Introduction

This document provides a brief description of the John Glenn College of Public Affairs as well as a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](#), and other policies and procedures of the university to which the College and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

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

2. College Mission

The mission of the John Glenn College of Public Affairs is to:

- Foster the creation of knowledge of public affairs and to disseminate knowledge of public affairs to students, public affairs professionals, and citizens to enable them to make positive impacts on communities, states and regions, nations, and the international community;
- Promote excellence in education in public policy analysis and management in an interdisciplinary framework;
- Engage faculty, staff, and students from throughout The Ohio State University in ongoing relationships with the public and non-profit sector in order to impact the critical issues facing society;
- Prepare leaders for the public and non-profit sectors by means of curricular and extra-curricular programs; and
- Engage public officials, representatives of public groups and citizens in dialog, deliberation, and action to improve the performance of democratic governance.

3. Academic Rights and Responsibilities

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

4. Faculty

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of the Glenn College includes tenure-track, clinical, and research faculty with compensated FTEs of at least 0.40 (40%) in the College, and associated faculty.

Clinical faculty titles are assistant professor of clinical public affairs, associate professor of clinical public affairs and professor of clinical public affairs. The appointment cap on clinical faculty in relation to the total of tenure-track, clinical and research faculty is 20% (see Faculty Rule [3335-7-03](#)). On April 29, 2016, the College faculty voted to extend governance rights to clinical faculty.

Clinical faculty may vote in all matters of College governance except tenure-track appointment, promotion and tenure decisions and research faculty appointment and promotion decisions. Research faculty may vote in all matters of College governance except tenure-track appointment, promotion and tenure decisions and clinical appointment and promotion decisions.

Glenn College emeritus faculty are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

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

A Distinguished Professor

Distinguished faculty members within the College of Public Affairs may be awarded the title Distinguished Professor in recognition of excellence in teaching, scholarship, and service.

Criteria for consideration of this honorific include:

- Rank of professor
- A minimum of five years of service in the college
- Excellence in teaching, scholarship, and service

The dean will solicit nominations annually from the Associate Dean for Faculty Development. Nomination materials should include an updated CV, and evidence of excellence in teaching (course evaluations, awards), research (publications, impact) and service (outreach). The dean will appoint a five-member selection committee from among current faculty. They will recommend up to three recipients. The honorific is limited to 20% of the professors within the college.

B Endowed Chair

An endowed chair or professorship can be established by the University Board of Trustees once the required funding level has been reached. The college will send a draft letter of offer to OAA for approval. In the case of an internal candidate, a CV is not required. The term of appointment shall not exceed five years at which time the appointment is up for renewal. Once OAA returns the draft letter of offer to the college, the college can extend an offer to the candidate. The latter must acknowledge acceptance of the position in writing. The college will then send OAA a copy of the

final offer on letterhead along with the candidate's acceptance. OAA will then forward the offer letter with the candidate's acceptance to the Board of Trustees for approval.

5. Overview of College Administration and Decision-Making

The Dean in consultation with the faculty, professional staff and student representatives makes decisions concerning policies and programs of the College. Matters of greatest general importance should receive the widest possible consultation and should be discussed at a meeting of the faculty, professional staff and student representatives whenever feasible. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance. Decisions on matters of less general importance should, whenever feasible, involve consultation with those most directly affected by the decision. The College recognizes in principle the presumption favoring majority faculty rule as indicated by Faculty Rule [3335-3-35](#) (C) (2) (d). Finally, the College's standing committees are designated as decision-making bodies in the administration of specific programs of the College and are expected to recommend to the Dean any programmatic or policy changes that may improve the College.

6. College Administration

6.1 Dean

The Dean of the College is appointed and reappointed by the Board of Trustees upon nomination of the President following consultation with the College's faculty and professional staff. The Dean's responsibilities are delineated in Faculty Rule [3335-3-29](#).

The major responsibility of the Dean shall be that of providing active leadership in the promotion, direction and support of educational and research activities of the university, in the maintenance of a high level of morale among the faculty, and in the encouragement of the spirit of learning among the students. In addition the Dean shall have general administrative responsibility for the College, subject to the approval of the President and the Board of Trustees. These administrative responsibilities shall include the duty:

- (1) To preside at meetings of the College faculty and to appoint all College committees unless their membership has been designated by faculty rule or by the College faculty.
- (2) To approve courses of study for students in the College, to warn students who are delinquent in their studies and to recommend appropriate student disciplinary action to the appropriate university disciplinary body or official.

- (3) To present candidates for degrees to the President on behalf of the College faculty and to serve as a member of the council of Deans (see rule [3335-3-22](#) of the Administrative Code).
- (4) To make recommendations to the executive vice President and provost concerning the College budget, the appointments to and promotions within the staff and the membership of the College faculty.
- (5) To review in consultation with the faculty the College's pattern of administration (POA). The POA shall be consistent with the principles of faculty governance and the responsibilities of the Dean. At the beginning of each five-year term, in consultation with the faculty, the Dean shall either reaffirm or revise the existing POA. The existing POA shall be the starting point for the review of the POA and shall remain in effect until the process is complete. Any revisions to the existing POA shall be accomplished first with broad faculty input, obtained in a manner consistent with the College's established practices and procedures, and, second, with faculty approval, also consistent with the College's practices and procedures. If faculty approval is not achieved, the Dean shall explain the rationale in writing for the departure in order to enhance communication and facilitate understanding.

6.2 Associate Deans

6.2.1 Associate Dean for Curriculum

The Associate Dean for Curriculum oversees and coordinates the management, oversight, and coordination of undergraduate and graduate curricular programs, curricular development and review, and evaluation and reporting. The Associate Dean for Curriculum also acts as a liaison to stakeholders inside and outside the university on curricular matters.

The Associate Dean for Curriculum is a Glenn College faculty member appointed by the Dean for a renewable two-year term. The Dean will review the Associate Dean for Curriculum's performance annually.

6.2.2 Associate Dean for Faculty Development

The Associate Dean for Faculty Development coordinates the tenure and promotion and annual review process for Glenn College faculty. The Associate Dean for Faculty Development works with the College's faculty and Dean to develop policy to govern the tenure and promotion and annual review process (e.g., the College's Appointment, Promotions, and Tenure document). The Associate Dean for Faculty Development also acts as a liaison to stakeholders within the university on appointment, promotion, and tenure matters.

The Associate Dean for Faculty Development is a Glenn College faculty member appointed by the Dean for a renewable two-year term. The Dean will review the Associate Dean for Faculty Development's performance annually.

6.3 Committees

Much of the development and implementation of the College's policies and programs is carried out by standing and ad hoc committees. Committee members are selected by the Dean.

The College has four standing committees, as described below:

- Graduate/Professional Curriculum Committee
- Doctoral Curriculum Committee
- Undergraduate Curriculum Committee
- Committee of the Eligible Faculty

There are two committees that are formed by the Dean in those special instances when additional faculty decision making is required:

- College Investigations Committee
- College Salary Appeals Committee

The College also has ad hoc committees which are created by the Dean to conduct the business of the College. The Dean annually appoints members of these committees from among the College's faculty, staff and student body.

The Dean is an ex officio member of all College committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee.

6.3.1 Graduate /Professional Curriculum Committee

This committee is responsible for recommending to the Dean, the Associate Dean for Curriculum, the faculty, and the Graduate School all guidelines and procedures governing the College's graduate degree programs (except the Ph.D program); overseeing their implementation and ensuring that University policies and procedures are followed; and conducting periodic assessments of these programs. This committee's work includes but is not limited to the following:

- admissions standards and decisions;
- review of applicants for admission and financial support
- degree requirements;
- certification for graduation;
- compliance with Graduate School policies and procedures;
- curriculum design and course development;

- teaching assignments;
- exceptions to policies and procedures; and
- trends in the broader professional and educational context of the College's graduate degree programs.

The committee is chaired by the Director of Graduate Professional Programs. The Director of Graduate Professional Programs and at least two faculty members of the Graduate/Professional Curriculum Committee shall be selected from the tenured or tenure-track faculty by the Dean upon consultation with the faculty. The Director of Graduate Professional Program's initial term of appointment shall be two years, and reappointment may occur on a year-to-year basis following completion of the initial term. The Associate Dean for Curriculum and the Director of Admissions and Student Services shall be voting *ex-officio* members of this committee. At least one student member will also be appointed by the Associate Dean for Curriculum, in consultation with the students in the College. Like the voting faculty members, the student representative(s) may vote and may participate in all general guidelines and procedural matters coming before the Committee *except* (1) those matters involving the confidential academic records of other students or applicants, and (2) any other matters in which student participation and/or voting is disallowed under University rules or deemed inadvisable or inappropriate by the Associate Dean for Curriculum or the committee chair.

6.3.2 Doctoral Curriculum Committee

This committee is responsible for recommending to the Dean, the Associate Dean for Curriculum, the faculty, and the Graduate School all policies and procedures governing the College's Ph.D. degree program; overseeing its implementation and ensuring that Graduate School policies and procedures are followed; and conducting periodic assessments of the program. This committee's work includes but is not limited to the following:

- admissions standards and decisions;
- review of applicants for admission and financial support;
- degree requirements;
- annual review and recommendations concerning students' progress;
- certification for graduation;
- compliance with Graduate School policies and procedures;
- curriculum design and course development;
- teaching assignments;
- exceptions to policies and procedures; and
- trends in the research, academic, and educational context of the doctoral program.

The committee is chaired by the Director of Doctoral Studies. The Director of Doctoral Studies and at least two faculty members of this committee shall be selected from the tenured or tenure-track faculty by the Dean upon consultation with the

faculty. All faculty members on the doctoral committee are required to have P-status. The normal term of appointment for the Director of Doctoral Studies shall be two years and reappointment may occur on a year-to-year basis following completion of the initial term. The Associate Dean for Curriculum shall be an *ex-officio* member of this committee and shall assign such staff support as may be required to assist the committee in carrying out its work. At least one student member will also be appointed by the Associate Dean for Curriculum, in consultation with the doctoral students in the College. Like the voting faculty members, the student representative may vote and may participate in all general guidelines and procedural matters coming before the committee except (1) those matters involving the confidential academic records of other students or applicants, and (2) any other matters in which student participation and/or voting is disallowed under University rules or deemed inadvisable or inappropriate by the Associate Dean for Curriculum or the Director of Doctoral Studies.

6.3.3 Undergraduate Curriculum Committee

This committee is responsible for recommending to the Dean, the Associate Dean for Curriculum, the faculty, and the University's Council on Academic Affairs all policies and procedures governing the College's undergraduate degree programs; overseeing its implementation and ensuring that University policies and procedures are followed; and conducting periodic assessments of the program. This committee's work includes but is not limited to the following:

- admissions standards and decisions;
- degree requirements;
- annual review and recommendations concerning students' progress;
- certification for graduation;
- compliance with University policies and procedures;
- curriculum design and course development;
- teaching assignments;
- exceptions to policies and procedures; and
- trends in the research, academic, and educational context of the College's undergraduate programs.

The committee is chaired by the Director of Undergraduate Studies. The Director of Undergraduate Studies and at least two faculty members of this committee shall be selected from the tenured or tenure-track faculty by the Dean upon consultation with the faculty. The normal term of appointment for the Director of Undergraduate Studies shall be two years and reappointment may occur on a year-to-year basis following completion of the initial term. The Director of Admissions and Students Services and the Associate Dean of Curriculum shall be *ex-officio* members of this committee and shall assign such staff support as may be required to assist the committee in carrying out its work. At least one student member will also be appointed by the Associate Dean for Curriculum, in consultation with the undergraduate students in the College. Like the voting faculty members, the student

representative may vote and may participate in all general guidelines and procedural matters coming before the committee except (1) those matters involving the confidential academic records of other students or applicants, and (2) any other matters in which student participation and/or voting is disallowed under University rules or deemed inadvisable or inappropriate by the Associate Dean for Curriculum or the Director of Undergraduate Studies.

6.3.4 Committee of the Eligible Faculty

The College's Committee of the Eligible Faculty is a committee of the relevant tenured faculty. The Committee advises the Dean on matters involving faculty personnel, including the following:

- new appointments;
- ad hoc committee for appointments;
- annual reviews of probationary tenure-track faculty; and
- promotion and tenure reviews.

Details on the Committee of the Eligible Faculty and the accompanying Promotion and Tenure Committee are contained in the College's Appointments, Promotion, and Tenure Document.

6.3.5 College Investigations Committee

In accordance with Faculty Rule [3335-5-04](#), the Glenn College shall convene a College Investigations Committee to address formal complaints of misconduct against faculty members. When a formal complaint of misconduct is brought to the Dean about a Glenn College faculty member, the Dean will appoint three tenured faculty members to the College Investigations Committee. In the event that the College does not have seven tenured faculty members, the Dean will coordinate with the Office of Academic Affairs to identify tenured faculty members from other Colleges of the University to serve. The Associate Dean for Faculty Development serves as the non-voting chair of the College Investigations Committee.

The College Investigations Committee follows the investigations process established in Faculty Rule [3335-5-04](#).

6.3.6 College Salary Appeals Committee

In accordance with Office of Academic Affairs requirements, the Glenn College's Promotion and Tenure committee serves as the College's Salary Appeals Committee. This committee consists of three professors. The committee elects its own chair when the committee is convened to hear an appeal. In the event that the appellant is a member of the Promotion and Tenure committee, another professor from the College will serve in his/her stead. If there is an insufficient number of eligible professors within the College to constitute the committee, the Office of Academic Affairs will

appoint professors from other University Colleges. Glenn College Associate Deans cannot serve as members of the committee.

The College Salary Appeals Committee follows the appeals process established in the Office of Academic Affairs [Policies and Procedures Handbook](#).

6.4 Centers

College centers will have some mix, with variable emphases, of research/scholarship, instruction, service, clinical, or outreach missions; and should draw upon faculty from the College.

Faculty members wishing to establish a College center should first consult with the Dean before making a formal proposal. With the Dean's support, the faculty members should create a formal proposal addressing the following:

- 1) Mission: Explain the mission of the center and how it is aligned with the College's strategic plan, including:
 - a. The missions of the College (research, teaching, service, or outreach) most relevant to the center.
 - b. The interdisciplinary nature of the center.
 - c. The goals of the center that cannot be met within existing academic units.
- 2) Faculty: Describe the level of faculty interest and commitment to the center, including:
 - a. The criteria for selecting the center's faculty membership.
 - b. A list of faculty expressing interest in associating with the center and accompanying documentation that the Dean supports such involvement.
 - c. The extent to which staff and students will be involved and supported.
- 3) Administration: Describe the administrative structure and responsibilities of the director and oversight committee, including:
 - a. The name of the director or interim director of the center.
 - b. The proposed responsibilities of the director.
 - c. The function(s) and composition of the oversight committee. Center oversight committees within the Glenn College must have a majority faculty membership.
 - d. The main components of a pattern of administration for the center (to be formally completed and approved by the Dean within a year of center establishment).
- 4) Budget/Funding: Specify budget and funding sources for the center, including:
 - a. The expected budget for the first year of operation.
 - b. Funding sources and one-time and recurring costs.
 - c. Existing or new equipment, space and facilities needed to establish the center.

- d. The sustainability of the center, including possibilities for external funding and details of related funding proposal submissions.
- 5) Evaluative Criteria and Benchmarks: Propose and define specific criteria and benchmarks against which the center will be measured.
- 6) Supporting Materials: Solicit and include letters of support from relevant units within the College, interested parties outside the College, and entities with similar emphases at other universities.

A College academic center shall be administered by a director who shall be appointed by and report to the Dean for a four-year term. The director is eligible for reappointment after undergoing formal reappointment review conducted in the fourth year of the director's term by the faculty members of the center oversight committee. The recommendation of the review committee is advisory to the Dean.

6.4.1 Review of College Centers

College centers will be reviewed two years after initial establishment and at four-year intervals thereafter. The Dean will conduct the review using the following information.

- 1) Mission.
 - a. Original mission statement.
 - b. Proposal establishing the center.
 - c. Annual reports.
 - d. Description or list of all center activities, events, and initiatives that have contributed to fulfilling the mission and objectives of the center. If current activities differ from those originally envisaged or articulated in the mission statement, explain this evolution.
- 2) Faculty and Student Involvement and Contribution.
 - a. List of current faculty and graduate student affiliates or associates.
 - b. List of past faculty and graduate student affiliates or associates.
 - c. List of all faculty publications, lectures, grants, or other activities related to their work with the center, focusing on those that contribute most centrally to the mission of the center.
 - d. List of all student publications, lectures, grants, or other activities related to their work with the center.
- 3) Administrative Structure and Responsibilities.
 - a. Description of administrative structure.
 - i. Responsibilities and activities of all administrative staff, indicating their contributions to the mission of the center and its objectives.
 - ii. Indicate the contributions made by the oversight committee to the mission of the center and its objectives.

- b. Pattern of administration.

4) Budget.

- a. Current budget.
- b. Projected budget for next four years.
- c. Past budgets since last review.
- d. Description of the budgetary context for the center, outlining specific information regarding those expenses charged to the university's general funds. Externally generated funds produced by the center should be itemized and linked to the functions and services articulated in the mission statement.

5) Evaluative Criteria and Benchmarks.

- a. List of evaluative criteria and benchmarks articulated in the original center proposal, identifying and describing the degree to which the center has met (or failed to meet) its stated evaluative criteria and benchmarks.
- b. Identify and justify any new evaluative measures and describe the degree to which the center has met these criteria or benchmarks.
- c. Provide any specific narrative information or data as appropriate, and attach as appendices any documentation (letters of recommendation, awards, news releases) that demonstrate how the center has met its criteria or benchmarks.

After discussing these materials with the center director and the oversight committee, the Dean will make a decision to continue or discontinue the center.

6.5 Board of Distinguished Visitors

The College has a Board of Distinguished Visitors composed of distinguished persons with experience in the broad field of Public Affairs. A separate document describes the rules governing the organization and operation of the Board of Distinguished Visitors. The Board of Distinguished Visitors convenes periodically to provide advice and counsel on the strategic direction of the College to the Dean.

7. Faculty and Faculty/Staff Meetings

7.1 Faculty Meetings

College faculty meetings shall be scheduled at least once each semester, with the exception of summer semester. Additional meetings will be called at the Dean's discretion or at the request of the majority of the faculty.

College faculty meetings are open to all faculty members, with the exception of meetings or portions of meetings that involve confidential academic records or sensitive personnel matters, in which case the Dean may decide to restrict attendance as appropriate to each particular issue. The Dean prepares the agenda for each

meeting, in consultation with faculty, professional staff, and student representatives and provides an opportunity for those individuals to suggest agenda items prior to meetings. Voting faculty members are expected to attend all faculty meetings.

The presence of at least 50 percent of the voting faculty constitutes a quorum for the meeting.

As a general rule, voting shall be conducted anonymously. Special policies pertain to voting on personnel matters, which limit voting to some set of the faculty, and these are set forth in the College's Appointments, Promotion, and Tenure document.

The Dean accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally, faculty meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, *Roberts Rules of Order* will be invoked when more formality is needed to serve these goals. Majority rule will prevail in all matters requiring a vote unless otherwise specified in the College's Appointments, Promotion and Tenure document. Majority in this context implies fifty percent of the number of the attending, plus one.

7.2 Faculty/Staff Meetings

College faculty/staff meetings (inclusive of faculty, professional staff and student representatives) shall be scheduled at least once each semester, with the exception of summer semester. Additional meetings will be called at the Dean's discretion.

College faculty/staff meetings are open to anyone who may wish to attend, with the exception of meetings or portions of meetings that involve confidential academic records or sensitive personnel matters, in which case the Dean may decide to restrict attendance as appropriate to each particular issue. The Dean prepares the agenda for each meeting, in consultation with faculty, professional staff, and student representatives and provides an opportunity for those individuals to suggest agenda items prior to meetings. Voting faculty, all professional staff, and student representatives are expected to attend all faculty/staff meetings. After consultation with the College's student organizations, the Dean shall be responsible for appointing at least one student representative from the masters' programs, one from the doctoral program, and one from the undergraduate program, but may appoint other student representatives as well.

As with faculty meetings, the Dean accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally, faculty/staff meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, *Roberts Rules of Order* will be invoked when more formality is needed to serve these goals. Majority rule will

prevail in all matters requiring a vote unless. Majority in this context implies fifty percent of the number of the attending, plus one.

8. Distribution of Faculty Duties and Responsibilities

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

During on-duty periods, faculty members are expected to be available for interaction with students, research, and College meetings and events even if they have no formal course assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section 13) or on approved travel.

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

A full-time faculty member's primary professional commitment is to 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 Dean in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the [Policy on Outside Activities and Conflicts](#).

8.1 Tenure-Track Faculty

Tenure-track faculty members are expected to contribute to the College's mission via knowledge dissemination, knowledge creation, and public and academic service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected.

8.1.1 Knowledge Dissemination

All tenure-track faculty are expected to contribute to the College's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. The preference is that the College's tenure-track faculty members teach core courses in the College's curriculum.

The standard teaching assignment for full-time tenure-track faculty members is four courses per academic year. Incoming faculty may have adjusted teaching loads.

Teaching assignments above or below the four-course norm may be made by the Dean based on factors such as differential faculty research productivity and the teaching and service requirements of the College or the University. Faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the College, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment. A separate document – *The Dean's Guidelines for Adjustments to Faculty Workload* – provides guidance on what factors will be taken into account in making these determinations.

The Dean is responsible for making teaching assignments on an annual basis, and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the College. All faculty members must do some formal instruction and advising over the course of the academic year.

A scheduled course that does not attract the minimum number of students set by the College's Associate Dean for Curriculum (see Faculty Rule [3335-8-16](#)) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester.

In addition to formal course instruction, faculty members are expected to provide other knowledge dissemination support, which may include the following: directing doctoral dissertations (where qualified according to Graduate School rules); serving on Ph.D. dissertation committees; serving on Ph.D. and Masters' examination committees; directing individual studies projects; advising students and student organizations; serving as an undergraduate thesis advisor; developing curricular materials; undertaking and publishing research with students; and supervising and coordinating graduate associates. The Dean will take these activities into account in determining the formal course assignments for each faculty member on an annual basis. Faculty members may "buy-out" of courses per the College's course buy-out guidelines. A separate document – *Course Release (Course Buy-Out) Guidelines* – specifies the rules.

8.1.2 Knowledge Creation

All tenure-track faculty members are expected to be engaged in scholarship as defined in the College's Appointments, Promotion, and Tenure document. Each faculty member is expected to be engaged in some combination of the knowledge creation activities identified in the APT document. Faculty members who fail to achieve a satisfactory level of knowledge creation activity over an extended period of time (e.g. three to four years) will have their teaching or service assignments increased.

8.1.3 Public and Academic Service

All tenure-track faculty members are expected to be engaged in public and academic service as defined in the College's Appointments, Promotion, and Tenure document. Each faculty member is expected to be engaged in some combination of the public and academic service activities identified in the APT document. Because the Dean makes service assignments within the College, it is unlikely that any faculty member will not be engaged in a satisfactory level of service activity.

As a general rule, when the Dean makes annual service assignments, each faculty member will serve on at least one of the College's three standing curriculum committees or an ad hoc minor curriculum committee. This is done to ensure a relatively equal distribution of service effort across the College's faculty. Exceptions to this norm may result from service to the College's Promotion and Tenure committee or extensive service outside the College. This pattern can be adjusted depending on the nature of service assignments (e.g. service as committee chair, service on a particularly time-intensive committee, service in an administrative position within the College, or university).

All faculty members are expected to attend and participate in faculty and faculty/staff meetings, recruitment activities, and other College events.

8.2 Special Assignments

The Office of Academic Affairs [Special Assignment Policy](#) provides information on special assignments (SAs). Reasonable efforts will be made to award Special Assignment (SA) opportunities to faculty members subject to the quality of faculty proposals, including their potential benefit to the College or university, and the need to assure that sufficient faculty are always present to carry out College work. The Associate Dean for Faculty Development will evaluate all SA proposals and make recommendations to the Dean. The Associate Dean's recommendation to the Dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the College or university and to the faculty member as well as the ability of the College to accommodate the SA at the time requested.

8.3 Research Faculty

Research faculty members are expected to contribute to the College's and the university's mission via research.

In accord with Faculty Rule [3335-7-34](#),

a research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the TIU's tenure-track faculty. Under no circumstances may a member of

the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

Research expectations are similar to those for the tenure-track, albeit proportionally greater since 100% of effort for faculty members on the research track is devoted to research. Specific expectations are spelled out in the letter of offer.

8.4 Clinical Faculty

Clinical faculty members are expected to contribute to the College's and the university's mission via teaching and service.

In accord with Faculty Rule [3335-7-01](#),

clinical/teaching/practice are faculty appointments of the same type that are fixed term contract appointments that do not entail tenure. These faculty are teacher/practitioners and shall be engaged primarily in teaching activities related to: a) courses or instructional situations involving live patients or live clients, b) courses or instructional situations involving the simulation of live patients or live clients, c) courses or instructional situations involving professional skills, or d) teaching as defined in chapter 3335-6-02(A)(2) of the Administrative Code.

Clinical faculty expectations are similar to those for the tenure-track, albeit proportionally greater since 100% of effort for clinical faculty members is devoted to teaching and service. Specific expectations are spelled out in the letter of offer.

8.5 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 full-time visiting faculty members will be based on the terms of their appointment and are comparable to that of regular tenure track faculty members who have no service obligations.

The standard teaching assignment for full-time lecturers is eight courses per academic year.

8.6 Parental Modifications of Duties

The Glenn College strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the College provides its faculty

members flexibility in meeting work responsibilities within the first year of childbirth/adoption.

The faculty member requesting the modification of duties for childbirth/adoption and the Dean should be creative and flexible in developing a solution that is fair to both the individual and the College while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the Dean.

9. Course Offerings and Teaching Schedule

The College's Associate Deans will work with the Director of Student Services and Admissions to develop annually a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the College's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. As noted in section 8.1.1, a scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester.

10. Allocation of College Resources

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

The Dean will discuss the College budget annually with the College's faculty and staff and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the Dean.

The allocation of salary funds (e.g., merit pay) is discussed in the Appointments, Promotion and Tenure document. The allocation of research funds is discussed in the Individual Spending Account (ISA) Guidelines. A separate document – *Individual Spending Accounts Guidelines* – describes the rules governing faculty ISAs. Resource allocations for visiting scholars are described in a separate document – *Visiting Faculty/Visiting Scholars Guidelines*.

Office space, computers, and other resources required for grant-funded research must be provided by grant funds inclusive of indirect cost recovery funds.

11. Leaves of Absence

The university's policies and procedures with respect to leaves and absences are set forth on the Office of Human Resources [Policies and Forms website](#).

11.1 Discretionary Absence

Faculty are expected to complete a travel request or an Application for Leave form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Dean retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days.

11.2 Absence for Medical Reasons

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

11.3 Unpaid Leaves of Absence

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

11.4 Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leaves](#). The information provided below supplements these policies.

The Associate Dean for Faculty Development will review all requests for faculty professional leave and make a recommendation to the Dean. The Associate Dean's recommendation will be based on the quality of the proposal and its potential benefit to the College and to the faculty member as well as the ability of the College to accommodate the leave at the time requested. A maximum of 10% of the College's faculty may be on FPL at the same time.

12. Supplemental Compensation and Paid External Consulting

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

The Glenn College adheres to these policies in every respect. In particular, the 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 supplemental compensation must be approved by the Dean regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the College. In addition, it is university policy that faculty members may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

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 or her, such textbook or material may be required for a course by the faculty member only if (1) the Dean or designee has approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

Faculty members who fail to adhere to the university's policies on these matters, including failing to seek approval for external consulting, will be subject to disciplinary action.

13. 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 screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities. Further information about conflicts of commitment is included in section 9 above.

14. Grievance Procedures

Members of the College with grievances should discuss them with the Dean who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances.

14.1 Salary Grievances

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the Dean the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the Dean and wish to pursue the matter may file a more formal salary appeal to the College's Salary Appeals Committee (see section 7.3.6.)

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

14.2 Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should be filed with the Dean who will convene the College's Investigations Committee (see section 6.3.5) and follow the procedures set forth in Faculty Rule [3335-5-04](#).

14.3 Faculty Promotion and Tenure Appeals

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

14.4 Sexual Misconduct

The university's policy and procedures related to sexual harassment are set by the university's [Civil Rights Compliance Office](#).

14.5 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.

If the matter cannot be resolved between the student and the faculty member, the case may be brought to the respective curricular committee (e.g. a complaint in an undergraduate course is brought to the undergraduate curriculum committee). The curricular committee will first ascertain whether or not the student requires confidentiality. If confidentiality is not required, the committee will investigate the matter as fully and fairly as possible and provide a response to both the student and any affected faculty. If confidentiality is required, the committee 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.

Any issues that cannot be resolved by the respective curricular committee are brought to the Associate Dean for Curriculum.

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 Associate Dean for Curriculum, the Dean, 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](#).

14.6 Code of Student Conduct

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