

PATTERN OF ADMINISTRATION

DEPARTMENT OF HORTICULTURE AND CROP SCIENCE

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

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I. Introduction

This document provides a brief description of the Department of Horticulture and Crop Science (HCS) 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 department 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 department chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the CFAES college office and the Office of Academic Affairs.

II. DEPARTMENT MISSION AND VISION

2.1 Mission of the Department

We sustain life and grow the future for Ohio and our world through innovative plant science.

The mission of HCS is to obtain knowledge about plants and their uses through innovation and discovery, and then disseminate that knowledge to benefit Ohio State University, the people of Ohio, and the world. We provide outcomes that advance plant science and benefit the agronomic and horticultural related industries. We advance knowledge and innovate through our research, teaching, and extension efforts.

2.2 Vision for the Department

We strive to be the preeminent global leader for discoveries via translational plant science research and knowledge dissemination.

This is accomplished through innovative and creative educational programs, scientific discovery, the development of novel technology, and delivery of technology to the citizens of Ohio, and the world.

HCS will work collaboratively, in goal-oriented teams to provide centers of excellence and quality programs in teaching, research, and outreach. We will foster a climate of open communication, creative thinking, resource acquisition, and departmental ownership among faculty, staff, and students.

2.3. Departmental Principles

To be one of the best plant science departments in the world, we must target our efforts to establish areas of excellence, recruit and challenge the most motivated and talented people, pursue academic excellence as a way of life, and recognize that quality is the most essential characteristic of all programs and personnel. There must be 1) open communication, 2) encouragement and support of innovation and risk-taking, and 3) opportunities for all faculty, students and employees to develop to their highest potential. Teamwork, individual initiative, and leadership are critical ingredients in our organization. Programmatic priorities must be consistent with our mission and sensitive to societal needs. We expect all faculty, students, and

employees to take personal responsibility for the quality of their work, and their personal/professional growth and development. The results of our programs and the students we teach are a source of pride for the whole Department.

Members of the Department of Horticulture and Crop Science acknowledge that they are scientifically and professionally involved with the interdependence of natural, social, and technological systems. They are dedicated to the acquisition and dissemination of knowledge that advances the sciences and professions involving plants, soils, and their environment.

In an effort to promote the highest quality of scientific and professional conduct among its members, the Department of Horticulture and Crop Science endorses the following guiding principles that represent basic values of our profession.

2.4. Faculty values:

Collegiality, civility, mutual support, and respect for others are strongly held values in HCS. The department supports the free exchange of ideas and expect that faculty, staff, and students promote these values and apply them in a professional manner in all academic endeavors. HCS is committed to evaluating the practice of these values as part of all performance evaluations. In all aspects of their work, faculty members are expected to demonstrate collegial, civil, responsible and respectful behavior toward peers, staff, students, and stakeholders. Faculty members are encouraged to establish and maintain a rapport with their colleagues. Both personal accomplishments and involvement as a team member are essential for excellence in teaching and mentoring, research, extension outreach and/or administrative service. Each faculty member contributes indirectly to the department's productivity by positively influencing the productivity of other faculty. This synergism may include positive interactions in team teaching, mentoring and advising, research collaboration, co-authorship of publications, sharing of innovative ideas in committee meetings, stakeholder, community, and industry outreach, and other cooperative efforts that advance the missions of HCS, CFAES and the University. It is important that all faculty members work towards establishing and maintaining a team culture and an enriching intellectual working and learning environment.

Faculty members are expected to contribute to the quality of academic life by participation in departmental, college and university governance and administrative service activities. The department values enthusiasm, innovation, creativity, intellectual diversity, and open-mindedness. HCS is committed to academic freedom and encourages free expression. Faculty members should be open to new ideas and respectful of the ideas and opinions of others.

Each member of HCS contributes directly to the department's productivity through personal accomplishments that further our mission areas. In addition, each member of HCS also contributes indirectly to department's productivity by positively influencing the productivity of others. This synergism may be seen in the creation of our learning environment, research collaborations, co-authorship of publications, a team approach to curriculum and course development, and sharing of innovative ideas in committee meetings and our interactions with stakeholders, industry partners and the community at large.

All faculty and staff should work toward establishing and maintaining a team culture and an enriching intellectual working and learning environment. HCS is committed to evaluating the practice of these core values as part of all performance evaluations.

III. Academic Rights and Responsibilities

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

IV. Faculty and Voting Rights

[Faculty Rule 3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department includes tenure-track, professional practice, and research faculty with compensated FTEs of at least 50% in the department, and associated faculty (see also the HCS “[Appointments, Promotion, and Tenure Criteria and Procedures](#)” document). Tenure-track faculty include those persons with titles of professor, associate professor, assistant professor, or instructor who serve on appointments totaling 50% or more service to the University. Rules applying to tenure-track faculty are described in Chapter 6 of the [Rules of the University Faculty](#). A tenure-track faculty member may hold a non-salary courtesy appointment in another TIU or joint appointments in another TIU. Tenure-track faculty may vote in all matters of departmental governance.

HCS makes professional practice appointments. Professional practice faculty titles are professional practice instructor, professional practice assistant professor, professional practice associate professor, and professional practice professor. Professional practice faculty may vote in all matters of department governance except tenure-track promotion and tenure decisions and research faculty reappointment or promotion decisions. Any professional practice faculty member appointed by the department may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

HCS makes research appointments. Research faculty titles are research assistant professor, research associate professor, and research professor. Research faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and professional practice reappointment or promotion decisions.

The appointment cap on professional practice faculty in relation to the total of tenure-track, professional practice and research faculty as established in the [college pattern of administration](#) is 20% of the department’s tenure track, professional practice, and research faculty. Research faculty can comprise no more than 20% of the tenure-track faculty.

HCS makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, lecturer titles, and visiting titles. Associated faculty, with the exception of visiting faculty, may vote in all matters of department governance except personnel decisions. Visiting faculty may be invited to participate in

discussions on non-personnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

Emeritus faculty in this department 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.

Chapter 5 of the [Rules of the University Faculty](#) covers membership of the Graduate Faculty, powers and responsibilities, and meetings. Section 12 of the [Graduate School Handbook](#) provides specific information about Graduate Faculty eligibility, responsibilities, and nomination procedures. Members of the Graduate Faculty, depending on their appointment category, may act as advisors to graduate students enrolled in graduate programs of study and may serve as members of graduate student advisory committees (SACs).

Detailed information about the types and appointment criteria and procedures for the various faculty appointments made in this department is provided in the HCS [Appointments, Promotion and Tenure Document](#).

V. Organization of Department Services and Staff

5.1 Senior staff

Senior staff includes all administrative and fiscal staff, academic program specialists, or others as designated by the chair. Senior staff may be assigned to participate in departmental meetings in a non-voting capacity and to serve on appropriate departmental committees.

5.2 Supporting staff

Supporting staff includes positions deemed necessary by the chair to provide services essential to the mission of the department, including but not limited to the following: handle space and equipment inventory and audits for the department; provide general support for building operations, including safety training; maintain and operate greenhouses and growth chambers; provide support for field operations; provide support for teaching and research programs; oversee and manage equipment repairs budget; order general department lab supplies; maintain common use equipment inventory and conduct periodic audits; conduct facilities tours; work with faculty and staff to provide new ways of integrating technology into teaching and research programs including website development; serve on departmental committees when appropriate.

VI. Overview of Department Decision-Making

Department policy and program decisions may be made in several ways, including the department faculty as a whole, standing or *ad hoc* committees of the department, or the chair. The nature of each issue and importance of the decision to be made usually determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Matters of general importance are usually handled first through one of the standing or *ad hoc* committees and then discussed in a full departmental meeting. Matters of lesser importance or of a more

specific nature may be decided by appropriate departmental committees themselves or by the chair. Any item or matter of concern can be placed on the agenda of a departmental meeting by informing the chair. The department operates on the faculty-governance or general consensus principle. The more important items will be decided by a majority vote of the voting faculty on the decision or action to be taken. Prior to a formal vote, open and shared discussions, both formal and informal, among the faculty members constitute the primary means for reaching agreement on basic decisions. Formal voting procedures may not be required or appropriate for many decisions. In rare instances where a decision of the chair departs from the majority opinion of the faculty, the chair will explain the reasons for the departure from the majority decision to the faculty in writing, where possible, or at a departmental meeting, with an opportunity provided for faculty to comment. This communication shall outline the decision of the majority of the faculty, the decision of the chair, and the reason the decisions differ. Where possible, this statement of reasons shall be provided before the departure occurs.

VII. Department Administration

7.1 Chair

The primary responsibilities of the chair are set forth in [Faculty Rule 3335-3-35](#). This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with [Faculty Rule 3335-6](#), also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

Other responsibilities of the chair are paraphrased and summarized below.

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with university, college, and department guidelines and criteria on faculty duties and responsibilities (see also the HCS “[Appointments, Promotion, and Tenure Criteria and Procedures](#)” document); to inform faculty members of the criteria being used to evaluate them; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by CFAES HR; and to place in that file a response to any evaluation, comment, or other material contained in the file.
- After consultation with the eligible faculty, to recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the

dean of the college, in accordance with procedures set forth in [Faculty Rules 3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure Document.

- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general, to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance, including the designation of mentoring committees for assistant and associate professors.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.

Day-to-day responsibility for specific matters may be delegated to others, but the chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the chair will explain to the faculty the reasons for the departure, ideally before action is taken.

7.2 Associate Chairs

Relationship to faculty:

HCS has two associate chairs selected from the tenure-track faculty. One associate chair is located at the Wooster campus and one on the Columbus campus. The associate chair-Columbus, unless otherwise delegated by the chair, becomes the acting chair in the chair's short-term absence. In case the chair is incapacitated for a long-term (in excess of 30 working days) or vacates the position suddenly due to illness, death, termination of appointment or personal decision, the faculty shall request that the dean of the college appoint an interim chair. Associate chairs may vote in committees for which they are members, at faculty meetings, and at the Committee of Eligible Faculty meeting where decisions on Promotion and Tenure are made.

Appointment and terms of service:

The associate chairs shall be appointed from the tenure-track faculty by the chair, in consultation with the faculty and with the approval of the college as described in the college Pattern of Administration, Section VII.C.5. The associate chairs serve at the discretion of the chair, but no more than for a four-year term with eligibility renewal upon satisfactory evaluation. During the last year of the term of an associate chair, the department chair will conduct a review of the

performance of the associate chair during her or his term, ascertain whether the associate chair desires to serve another term, and assess the level of support in the department for the associate chair continuing for another term. Input from faculty, staff, and graduate students to the evaluation process will be solicited in writing via an appropriate instrument submitted by the chair. Taking into consideration feedback from the department and assuming the associate chair agrees to serve another term and that the performance review is satisfactory the chair will appoint the associate chair for another term. If the evaluation is not favorable, the department chair will proceed with a new appointment. The associate chair position shall not be construed as an official administration position with full time responsibilities, but the appointment, duties and other responsibilities (e.g., research, teaching, extension) shall be defined and delegated by the chair.

Associate chair appointments should be as soon as possible after a chair has been appointed or reappointed. Where there are incumbent associate chairs already serving, the new chair and the faculty will evaluate the incumbent's performance. Upon a favorable review, the associate chair will be offered reappointment. If the review is unfavorable, or if the associate chair does not wish to be reappointed, the department chair will proceed with a new appointment as described previously.

7.2.1 Responsibilities of the Associate Chair-Wooster Campus

- Assists chair in the general coordination and administration of the department's research program. Specific duties include monitoring and managing Hatch, State, and regional project approvals, project initiations, revisions, and terminations; provides department-level approvals on authorizations to seek off-campus funding.
- Provides daily management, oversight and facilitation of the Wooster-based faculty, staff, and students, including the research, teaching, and extension functions.
- Fosters coordination with the chair and associate chair-Columbus of departmental research, academic, and extension programs and other research program coordination functions the chair deems appropriate to delegate.
- Assists chair in the preparation of the *Annual CFAES Departmental Reporting and Planning* document.
- Represents the department at college committees, industry organizations and with local, state and national officials as assigned by the chair.
- Provides input on department issues as an *ex-officio* member of standing committees.
- Facilitates and enhance communication between Columbus and Wooster in cooperation with the chair and the associate chair-Columbus.
- Coordinates Wooster campus-based activities related to assignment, utilization and renovation of offices, labs, and greenhouses.

7.2.2 Responsibilities of the Associate Chair-Columbus Campus

- Assists department chair in the general coordination and administration of the department's undergraduate, graduate and extension teaching programs. Specific duties include:

- provides administrative oversight of undergraduate and graduate curriculum and course development and change requests
- assists department chair in monitoring faculty teaching loads and course scheduling
- administers the department's process of peer evaluation of teaching and extension teaching
- administers the department's scholarship program
- reviews assessment data and assessment process in coordination with the chairs of the Graduate Studies and the Academic Affairs Committees on an annual basis
- assists undergraduate and graduate student organizations
- fosters coordination with the chair and associate chair-Wooster of the department's research, academic, and extension programs and other program coordination functions as the chair deems appropriate to delegate.
- assists chair in the preparation of the *Annual CFAES Departmental Reporting and Planning* document
- provides input on department issues as an *ex-officio* member of all standing committees
- represents the department at College committees, industry organizations and with local, state and national officials as assigned by the chair
- facilitates and enhance communication between Wooster and Columbus campuses in cooperation with the chair and the associate chair-Wooster
- coordinates Columbus campus-based activities related to assignment, utilization and renovation of offices, labs, and greenhouses.

7.3 Other Administrators

Responsibilities for various committee chairs are outlined below in the Committees section. Other Faculty and A&P staff positions in the department with administrative responsibilities include the following:

- **Business Manager** - Manages and oversees business operations for HCS. Develops departmental budgets and short term and long-term strategic planning for the department. Approves financial activities for appropriateness and compliance with policies and procedures.
- **Administrative Associate** – Provides administrative support to HCS. Specifically, manages the chair's calendar, manages HCS office and additional staff, provides P&T dossier support, and serves as undergraduate program coordinator.
- **Graduate Program Coordinator** - Manages the HCS Graduate Studies program, oversees the graduate application and admissions process; prepares and submits Fellowship nominations; advises graduate student research retreat committee and coordinates symposium; coordinates the Graduate Teaching Associate appointments; monitors student progress; advises faculty and students on graduate school and department policies; manages Grad forms approval for program; manages graduate program assessment; advises

and supports the GSC Chair in the administration of the department's graduate program; prepares graduate student annual contracts

- **Coordinating Advisors** - Initial contact for new student majors/specializations entering the department, explore their interests and abilities and assign them to an appropriate faculty advisor. Liaison between the college office and the department concerning advising activities.
- **Internship Coordinator**, Sustainable Plant Systems major - Manages student internship program including intern placement; assures intern activities comply with established policies and procedures; monitors intern progress; visits students and employers on site as necessary
- **Director, Ornamental Plant Germplasm Center** - Directs, administers, and supervises overall operation of the OPGC; leads, directs, and works as part of a multidisciplinary team responsible for the acquisition, documentation, characterization, maintenance, distribution, evaluation and enhancement of herbaceous ornamental plant genetic resources in seed and vegetative forms, and associated information for the worldwide user community.
- **Director, Chadwick Arboretum & Learning Gardens** - Provides leadership for Chadwick Arboretum and Learning Gardens; directs, coordinates, and administers the fiscal, personnel, and overall programs of the Chadwick Arboretum and Learning Gardens; recommends budgetary needs for programs and applies approved budgets; implements development activity as it relates to endowments and gifts; provides leadership for development, outreach, and engagement.
- **Communications and Recruiting Coordinator** – Participates in OSU and external recruiting events. Meets with prospective students and coordinates visits. Develops departmental marketing materials. Maintains departmental social media and web site. Assists instructors with course advertisements. Maintains alumni relationships and publishes timely HCS news articles.
- **Grants and Contracts Specialist** - Plans, implements and manages post-award research grant activities for both campuses. Assists and supports faculty, staff and students with procurement, asset management, fiscal and HR related items for the Wooster campus. Serves as travel arranger for both campuses.
- **Director, Professional Golf Management (PGM) program** - Plans, organizes, and manages all aspects of the PGM program; Responsible for curriculum development, communicates and coordinates with outside golf organizations and works closely with university development
- **Assistant Director, PGM program** - Assists Director of the PGM program in the management of all aspects of the program; Supervises and provides guidance to PGM students and serves as a liaison between the PGM program and other golf related programs within the University

7.4 Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and *ad hoc* committees. The Chair is an *ex officio* member of all Department committees and may vote as a member on all committees except the Committee of

Eligible Faculty and the Promotion and Tenure Coordinating Committee. Associate chairs may vote in committees for which they are members.

It is the intent of the department that all faculty, senior staff and other representative staff and graduate students be actively involved in departmental affairs. All faculty members have the opportunity to participate in determining the policies, directions, and nature of the department and have the responsibility to provide service by contributing to and participating in departmental academic functions. To this end, a structure of standing committees is maintained. In addition, *ad hoc* committees shall be formed by the chair as needed to meet special circumstances. In consultation with the faculty, the chair will provide each *ad hoc* committee with a written charge. The chair will see that each faculty member has an opportunity, at some time, to participate on department standing or *ad hoc* committees. Members and chairs of all committees shall be appointed by the chair, except for those specified below whose members or chairs are elected by the faculty at large or by committee members. Appointments and elections for committee assignments will occur in April of each year, with an assignment start date of August 15, with the exception of P&T Committee, for which assignments will start on January 1 of the following year.

7.5.1 Executive Advisory Committee

The Executive Advisory Committee (EAC) serves as council to the chair and is responsible for long-range planning for the department. The EAC shall be representative of the faculty, staff, and administration and provide a forum where issues of departmental importance are debated and discussed. The committee shall provide a mechanism for broad input from the faculty and staff, and focused discussion from which specific recommendations may be made to the department as a whole.

Committee composition and terms of service:

The EAC is comprised of the department chair; the two associate chairs; four elected faculty members for three-year rotating terms; three faculty members appointed by the chair for three-year terms; two staff members with three-year terms, one each from the Columbus and Wooster campuses, each selected by a simple majority of the staff voting from the respective locations, and two graduate students with one-year terms, one each from the Columbus and Wooster Campuses, each selected by a simple majority of the graduate students voting from the respective locations. The staff and graduate student representatives have full voting privileges. The chairs of the Graduate Studies and Academic Affairs Committees are *ex officio* members. The EAC shall have a chair, a chair-designate and a secretary. The secretary is a non-voting member and will be provided by the HCS administrative staff. The committee shall elect a chair-designate by simple majority from the pool of faculty members. The chair -designate shall serve a one-year term and function as an understudy to the chair. In the following year, the chair-designate will become chair and serve a one-year term. At least one junior faculty member shall be a member of this committee. The department chair is expected to use committee appointments to ensure balance and broad representation of the department.

Responsibilities of the Executive Advisory Committee:

- Review current faculty alignments and support resources related to filling, adding new faculty positions, or redirecting open positions to maintain, refocus or strengthen program

areas. As part of this, the EAC will: a) every four years coordinate a strategic planning process (facilitated if necessary) for the faculty to develop/revise/review the department's long-range plan; and b) annually report to the faculty on the status of or current issues with the long-range plan and any need for more immediate revision. All decisions pertaining to faculty positions and faculty alignments must still be brought to the faculty as a whole by the chair for review and discussion.

- Advise the chair on issues affecting faculty and staff well-being, departmental policies, space, facilities, and resource allocations, program direction, performance evaluation and any other matters as deemed appropriate.
- Review departmental staffing and resource support priorities for faculty consideration as requested by the chair.
- In cooperation with the department chair, the EAC will review the Pattern of Administration document as appropriate.

Responsibilities of the Executive Advisory Committee Chair:

- Schedules quarterly committee meetings
- Prepares agendas and lead committee meetings.
- Reports goals of the committee to the department chair as appropriate.
- Provides faculty with updates of committee activities as appropriate.
- Serves as liaison with committees and appropriate parties.

7.5.2. Promotion and Tenure Committee

The Department has a Promotion and Tenure (P&T) Committee that assists the committee of the eligible faculty in managing the personnel and promotion and tenure issues, and coordinates procedures for promotion and tenure. These procedures adhere to Faculty Rules [3335-6](#) and [3335-7](#). The specific details of the promotion and tenure process, including details relative to appointments are found in the HCS [Appointments, Promotion, and Tenure Criteria and Procedures](#) document.

Committee composition and terms of service:

The P&T Committee shall consist of seven faculty elected from among tenured professors and tenured associate professors with the latter comprising at least two, but no more than three of the members. The committee will have at least one member with a primary appointment in each of teaching, research or extension. The committee will have members from both the Wooster and Columbus campuses. Committee members will serve three-year staggered terms. Election of new members will be completed using a timetable that will facilitate the annual schedule for P&T activities (generally February through November).

The P&T Committee will elect a chair-designate from within the committee, who will be a Professor, and will serve a one-year term as an understudy to the committee chair (which may extend their term of service). The chair-designate will become committee Chair in the following year. The chair-designate will also serve as the Procedures Oversight Designee (POD). The department chair and associate chairs are *ex-officio*, non-voting members of this committee. However, their attendance at P&T meetings is crucial, providing the committee with a broad perspective of each candidate's performance, resource allocations, and other elements that might be difficult for the committee to assess or obtain through documentation available to it.

When considering cases involving professional practice faculty the Promotion and Tenure Committee may be augmented by two non-probationary professional practice faculty members.

When considering cases involving research faculty the Promotion and Tenure Committee may be augmented by two non-probationary research faculty members.

The responsibilities of the P&T committee, committee chair and chair-designate are laid out in detail in the [HCS Appointments, Promotion, and Tenure Criteria and Procedures](#) document. The responsibilities of the POD are described [here](#).

7.5.3. Academic Affairs Committee

The Academic Affairs Committee (AAC) provides oversight for undergraduate and graduate instructional programs with the overall goal of developing progressive programs that fulfill the department's mission.

Committee composition and terms of service:

The faculty of the department will vote for a chair-elect who will serve a two-year term as an understudy to the chair. The chair-elect will become chair in the following second year for a two-year period. In addition to the committee chair and chair-elect, the committee will be comprised of the departmental coordinating advisor team. Committee members will be appointed by the chair following consultation with the committee chair to represent a cross-section of department programs in undergraduate and graduate instruction. The department chair can appoint at least one instructor to the committee. The HSC associate chair -Columbus will serve as an *ex-officio* member of the AAC. The undergraduate academic program coordinator will serve as an *ex-officio* member of the AAC. There should be at least one committee member who is also a member of the Graduate Studies Committee (GSC), and if not then the chair of the GSC is to be considered an *ex-officio* member of the AAC.

Responsibilities of Academic Affairs Committee:

- Provides oversight, monitoring, and coordination of the undergraduate and graduate teaching programs, including faculty development in the areas of teaching and teaching support (equipment and facility requirements, etc.).
- Recommends to the department chair measures and means to enhance and improve faculty development in the area of teaching including student and peer evaluations and program and course assessment.
- Recommends methods or activities for continually improving faculty-student relationships.
- Works closely with coordinating advisors and other committees to devise strategies to enhance undergraduate recruiting, communications, and advising.

Responsibilities of the Academic Affairs Committee Chair:

- Prepares agendas and arrange committee meetings as needed.
- Leads committee meetings.
- Reports the stated goals of the committee for the coming year to the departmental chair.
- Provides faculty with updates of committee activities at monthly faculty meetings or as appropriate.

- Advises the chair on matters that relate to teaching evaluations as one element of faculty evaluation consistence with criteria and procedures.
- Works with the chair and associate chair-Columbus to identify coordinating advisors for department majors, minors and specializations.
- Advises the chair and associate chair-Columbus on matters relating to faculty evaluation for teaching consistent with the criteria and procedures for faculty performance.

Responsibilities of the Academic Affairs Chair-Designate:

- Serves as an understudy to the AAC Chair as part of the preparation to take over responsibilities as the committee chair.
- Calls and leads committee meetings when the chair is unavailable.

7.5.4. Graduate Studies Committee

The Graduate Studies Committee (GSC) is responsible for the conduct and administration of the graduate program in the department. The committee oversees operation of the graduate program and serves as liaison among the college, graduate school, and graduate faculty members in the department.

Committee composition and terms of service:

The chair and chair-elect of the GSC will be elected by the faculty to serve two consecutive two-year terms, with the first term as chair-elect following the election. In addition to the committee chair and chair-elect, the committee will be composed of five tenure-track, graduate faculty members with three-year terms and one graduate student with a one-year term. Committee members will be appointed by the chair following consultation with the committee chair to represent a cross-section of department disciplinary programs. The graduate student will be elected by a vote of full time HCS graduate students in an election organized by the HCS Graduate Student Organization. The student is a full voting member of the committee except where confidentiality among currently enrolled graduate students may be compromised. Examples are where the GSC is monitoring progress or carrying out review of annual evaluations. The appointments will include at least three graduate faculty from the Columbus campus and at least two graduate faculty members from the Wooster campus. The graduate studies program coordinator will be an *ex-officio* member of the GSC.

Responsibilities of Graduate Studies Committee:

- Provides oversight, monitoring, and coordination of the HCS graduate education program in make recommendations to the chair for program implementation.
- Reviews the HC Graduate Handbook every two years and revises as necessary
- Reviews and evaluates student applications for graduate study in HCS and process admissions.
- Prepares and submits student application packages for university and college level fellowships
- Evaluates applicants for admission into the departmental graduate program.
- Recommends to the chair those students who merit financial assistance, including graduate assistantships.

- Develops, reviews and revises graduate level curricula, and recommends graduate curriculum changes.
- [Recommends](#) faculty for Category M and P status to the Graduate School.
- As requested by the chair, reviews the membership category of a departmental graduate faculty member. The review may result in a recommendation to the Graduate School that the category level be changed (See [Section 12.6](#) of the Graduate School Handbook for more details.)
- Oversees graduate student recruitment, including recruitment at professional meetings.
- Reviews graduate student annual progress reports to ensure that the annual review is being completed, that conditions have been met for conditionally admitted students, and that students remain in good standing.
- Reviews student petitions for changes to the required course program
- Reviews assessment data from the academic program learning outcomes and action is taken as needed.

Responsibilities of the Graduate Studies Committee Chair:

- Prepares agendas and arrange for committee meetings as needed
- Leads committee meetings
- Reports the committee activities and goals of the committee for the coming year to the department chair.
- Provides faculty with updates of committee activities at monthly faculty meetings or as appropriate
- Reports the salient activities of the committee to the chair as appropriate
- Advises the department chair on matters that relate to faculty evaluation for graduate education as one element of faculty evaluation consistent with criteria and procedures

Responsibilities of the Graduate Studies Chair-Designate:

- Serves as an understudy to the GSC chair as part of the preparation to take over responsibilities as the committee chair.
- Calls and leads committee meetings when the chair is unavailable
- Manages graduate student research proposal development
- Coordinates graduate student colloquium program

7.5.5. Infrastructure Committee

The Infrastructure Committee (IC) is responsible for the oversight and recommendations to the department chair for the efficient use of HCS spaces and capital equipment.

Committee composition and terms of service:

The Infrastructure Committee will be comprised of a Columbus and a Wooster sub-committee. Each sub-committee shall meet at least once each term regarding campus-specific issues. The entire committee shall meet at least once annually to prioritize HCS needs. The department chair is an *ex officio* member of both committees, and the associate chairs are *ex officio* members of their respective campus sub-committee. In addition, three faculty and one staff member from

each campus will be appointed to the committee. Appointed faculty and staff will serve three-year terms. Due to their inherent roles in infrastructure oversight, the associate chairs will chair the infrastructure committee, alternating annually. The associate chairs will chair their respective campus sub-committees.

Responsibilities of Infrastructure Committee:

- Provide oversight and recommendations for office and lab space for new faculty, staff, graduate students, and visiting scholars.
- Develop, review, and publish standard operating procedures for capital equipment such as growth chambers, coolers, freezers, dryers, etc.
- Assign maintenance responsibilities of capital equipment.
- Maintain and publish a database of specialized, high capacity, equipment for most efficient sharing of resource within HCS, and among other units.
- Prioritize departmental capital equipment needs and prepare annual CFAES Capital Equipment Grant proposal.
- Create, update, and publish campus Emergency Action Plan to minimize equipment, material, and sample losses during power outages and other emergency events.
- Assign faculty and staff to represent HCS on CFAES facilities and operations committees.

Responsibilities of the Committee and Sub-committee Chair:

- Prepare agendas and arrange for and lead committee meetings.
- Report the goals of the committee to the department chair as appropriate.
- Provide faculty with updates of committee activities during HCS faculty meetings and ensure that policy changes or other important information are communicated to the department as appropriate.
- Ensure fair and equitable allocation of growth chamber, cooler, dryer space by users.

7.5.6. Awards Committee

The Awards Committee (AC) is responsible for ensuring that excellence and achievements by HCS students, staff, faculty, alumni, and partners are fully recognized.

Committee composition and terms of service:

The committee shall consist of six faculty members and two staff members. Faculty members will be appointed by the department chair. One staff member from each campus will be appointed via staff elections. Faculty and staff terms will be three years. The committee shall represent a cross section of campuses, mission areas, and disciplines. The committee chair will be determined by a vote of the committee and serve a one-year term. The committee chair may be re-elected.

Responsibilities of the Awards Committee:

- Develop a master list of all campus, college, industry, and society awards for which our students and personnel are eligible, including deadlines and required nomination materials.

- Identify a top HCS prospective award nominee and nominator for as many awards as possible and formally invite them to submit a nomination packet.
- Develop and facilitate awards internal to HCS to recognize outstanding students, personnel, alumni, and industry partners.

Responsibilities of the Committee Chair:

- Prepare agendas and arrange for and lead committee meetings as needed to ensure award submission deadlines are met.
- Report the goals of the committee to the department chair as appropriate.
- Provide faculty with updates of committee activities during HCS faculty meetings and ensure that other important information is communicated to the department as appropriate.

7.5.7. Extension Committee

The Extension Committee (EC) is responsible for ensuring that HCS efficiently delivers timely, impactful, science-based information to stakeholders in Ohio and beyond.

Committee composition and terms of service:

The committee shall consist of all HCS faculty with at least a 50% appointment in Extension. The committee chair will be determined by a vote of the committee and serve a two-year term. The committee chair may be re-elected.

Responsibilities of the Extension Committee:

- Develop standardized reporting guidelines for Extension activities for HCS annual reviews and faculty core dossiers.
- Ensure all HCS Extension materials and delivery methods are up to date and easily accessible by all stakeholders.
- Ensure all HCS Extension materials are catalogued and accessible from a single location within the HCS web site.
- Identify new HCS Extension programming opportunities.
- Recommend and solicit external members to serve on the External Stakeholder Committee.

Responsibilities of the Committee Chair:

- Prepare agendas and arrange for and lead one committee meeting annually, or more frequently as needed, to accomplish committee responsibilities.
- Report the goals of the committee to the department chair as appropriate.
- Provide faculty with updates of committee activities during HCS faculty meetings and ensure that other important information is communicated to the department as appropriate.

7.5.8. Values, Community, and Culture Committee

The Values, Community, and Culture Committee (VCCC) reflects its focus through its name: "values" highlights the core principles guiding our actions, "community" emphasizes the connected group we nurture, and "culture" captures the shared practices we cultivate. This

updated name justifies the committee's role in strengthening these essential elements within HCS. VCCC is responsible for ensuring that HCS promotes a positive, comprehensive, and supportive working and learning environment that aligns with the department's core values and compliance standards.

Committee composition and terms of service:

The committee shall consist of the HCS chair and associate chairs (*ex-officio*), six faculty members, two staff members, two graduate students, and an undergraduate student. Faculty members will be appointed by the department chair. One staff member from each campus will be appointed via staff elections. One voting graduate student from each campus will be elected from the HCS Graduate Student Association. Undergraduate student members will be appointed by the chair following consultation with the HCS undergraduate academic advising team. Faculty and staff terms will be three years, and student terms will be one year. All committee members will have voting privileges. The committee shall represent a cross-section of HCS campuses, mission areas, and disciplines. The committee chair will be determined by a majority vote of the committee and serve a one-year term, with the possibility of re-election.

Responsibilities of the Values, Community and Culture Committee:

- Conduct climate surveys of all HCS students and personnel or utilize college survey data if available and applicable. Surveys should be designed to maximize candid, informative feedback. A survey shall be conducted at least once every three years.
- Create action items and recommendations based on issues identified from survey results or other means of input.
- Proactively suggest, recommend and/or facilitate programs, training, and other activities to the HCS chair that ensure the HCS academic climate supports the academic success and well-being of students, faculty and staff.

Responsibilities of the Committee Chair:

- Coordinate with college and university offices focused on values, culture, and community to enhance the department's mission.
- Prepare agendas, arrange, and lead at least one committee meeting per semester.
- Oversee the creation, implementation, and summarization of the HCS climate survey.
- Represent HCS on college and university committees and at related events.
- Report the goals and progress of the committee to the department chair as needed.
- Provide faculty with updates on committee activities during HCS faculty meetings and ensure other important information is communicated to the department as necessary.

7.5.9. HCS Graduate Student Association

The purpose of the Horticulture and Crop Science Graduate Student Association (HCS-GSA) is as follows: 1) to provide opportunities for the interaction of current and incoming graduate students, 2) to improve student's professional development skills through networking and professional events, 3) to provide a forum to plan academic and social events within the department, 4) to serve as a liaison between graduate students and departmental administration.

Any graduate student currently enrolled in the HCS at The Ohio State University is eligible to become a member of HCS-GSA. Additionally, graduate students enrolled in other programs, but mentored by an HCS faculty member may join.

HCS-GSA will meet at least once a semester or when deemed necessary decided upon by the officers. Members are considered active when they participate in at least 50% of general meetings and events as well as meetings that are decided by the officers to be required unless otherwise excused. Details on the duties and election of officers as well as other operational details can be found in the charter of the HCS-GSA located on the [HCS website](#).

VIII. Faculty Meetings

The chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. All tenure-track, professional practice, research, courtesy and associated faculty, and representatives of the staff and graduate students will be invited to attend. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting, along with any informational documents, data, or illustrations in an accessible electronic format (rather than printed) whenever possible. A meeting of the department faculty will also be scheduled on written request of 25% of the department faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote.

Special policies pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion and Tenure Document. For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote. Faculty eligible to vote are those whose salary, or any portion thereof, is budgeted through the HCS.

Either the chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote. Balloting will be conducted by mail or email when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be normally be given one week to respond, although less time may be specified when required by the situation. When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the chair will necessarily make the final decision.

The department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally department meetings will be conducted in informal alignment with Robert's

Rules or Order; however, formal adherence to Robert's Rules will be invoked when deemed necessary by the chair. When Robert's Rules are invoked in this manner, the chair will designate a parliamentarian to ensure orderly conduct of business.

IX. Distribution of Faculty Duties, Responsibilities, and Workload

Faculty assignments are described in the initial letter of offer. Assignments and expectations for the upcoming year are addressed as part of the annual performance and merit review by the department chair based on departmental needs as well as faculty productivity and career development.

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

Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the department chair if such work can be performed effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain circumstances if it serves the needs of the department, college, university, and/or community. The department chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department 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 department chair.

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 chair in order 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](#).

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 the department chair to take into account the impact over time of the crisis. These adjustments may include modifying research expectations in order to maintain teaching obligations. These assignment changes must be considered in annual reviews.

9.1 Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university's mission via teaching, scholarship, and 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. All faculty members must

do some formal instruction (e.g. resident instruction, extension teaching, guest lectures) and advising over the course of the academic year.

9.1.1. Teaching

Tenure track faculty with a 9-month, 50% teaching appointment will generally be expected to teach four courses (approximately 12 credit hours) of organized classes per academic year. This is a 50% time allocation to total workload, with the remainder of their time allocated to research and service. Faculty with 12-month, 50% teaching appointments may be assigned to an additional three credit hours of regular classroom teaching during the summer term. Teaching expectations for faculty members with split appointments in other departments will be adjusted accordingly. The department chair will consider the following criteria in making adjustments in instructional activity for an individual in a given year: round-trip travel time for faculty teaching classes at locations other than their home campus; number of courses taught; whether the course or subject matter is being developed and taught for the first time; number of sections of the same course taught; extent of teaching associate or program assistant support; enrollment size in the course or classes; extent to which faculty member is involved in other non-classroom based instructional activities (time committed to individual studies, undergraduate and/or graduate student advising, advising student organizations, and service related to the department's teaching mission); level of the course, whether the course has a laboratory or recitation sections; amount of writing required for students; time required to advise individual students; extent of involvement with student, industry or government organizations; impact of any release time agreements.

In addition, all graduate faculty in HCS, regardless of appointment, are expected to participate in the graduate teaching program. These activities include advising of graduate students, offering Current Topics classes ("journal clubs; e.g. HCS 8830), research methods classes (e.g. HCS 7806), and by being members of Student Advisory Committees (SACs).

The teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, 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 department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment. The department chair 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 department.

9.1.2 Scholarship

All tenure-track faculty are expected to be engaged in scholarly activity in some area of research that is appropriate to the discipline plant science. Such activities are exemplified by one or more of the forms of discovery, integration, transformation, or application and are characterized by the creation of something that did not exist before, the novelty or utility of which has been validated by peers and/or external sources. For HCS, validation of scholarship by peers will be accomplished in nearly all cases by publication in appropriate peer-reviewed professional

journals, publications or electronic media outlets or in peer-reviewed book chapters or books. The amount of scholarly activity expected will vary among faculty depending on their assignment and other responsibilities, but in all cases a sustained pattern of significant scholarly output will be expected. In addition to publications, it is expected that all faculty will support their programs of scholarly activity by seeking and obtaining sufficient extramural funding from appropriate sources.

9.1.3 Service

All tenure-track faculty are expected to participate fully in departmental activities including attendance and participation in faculty meetings, recruitment activities and other departmental events, to contribute to college and university functions and to participate in other professional activities and organizations as appropriate. Faculty are generally expected to devote 10-15% of their time to service activities.

Service is work done or duties performed for others at all levels within the University and professional services to government, agribusiness, and professional associations at local, state, national, and international levels. Quality of service will be judged by the impact of the service on the organization served. Personal service contributed to civic organizations, church, charities, community, and other organizations does not fall within the definition of professionally oriented service used herein.

As indicated above, the department chair is responsible for ensuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that the departmental workload is distributed equitably among faculty. In general, the amount of time each faculty member is expected to spend on classroom teaching, extension outreach, scholarly activities and service will be reflected in their actual appointment and position description. If faculty wish to deviate significantly in their activities from the above guidelines, they should discuss special circumstances or changes in their situation with the chair. Consideration will be given to making changes in position responsibilities within the framework of the needs of the department.

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the department chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for the AMC Process. The department chair should also consider this additional service burden in managing equity of service loads among faculty.

9.1.4 Special Assignments

A Special Assignment (SA) releases a tenure-track faculty member from some regular duties for a period of up to one full semester so that he or she may concentrate on a unique research, service, or teaching endeavor or invest in a relatively brief professional development

opportunity. A SA request requires approval by the chair, and recommendation of approval to the dean is contingent on the needs of the department during the term of the SA. A SA may be completed on campus or away from campus; however, faculty members on SAs are expected to make arrangements to participate in personnel meetings and to advise graduate students. Additional information is available in the [OAA policy on Faculty Special Assignments](#).

9.2 Professional Practice Faculty

Professional practice faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track.

All professional practice faculty are expected to contribute to the department's teaching in courses or instructional situations involving extension clientele, and/or courses involving professional skills. The standard teaching assignment for full-time professional practice faculty is seven courses per academic year; however, we broadly define teaching to include formal classroom teaching, undergraduate and graduate student advising, and extension outreach activities. The amount of time devoted to each of these activities depends on the needs of the department as determined by the chair. Specific expectations for individual professional practice faculty will be spelled out in the letter of offer.

9.3 Research Faculty

Research faculty members are expected to contribute to the university's mission via research and service. Service expectations are similar to those for the tenure-track faculty. Specific expectations will be spelled out in the letter of offer. In accord with [Faculty Rule 3335-7-34](#), research faculty members may participate in educational activities in their areas of expertise following approval by a majority vote of the tenure-track faculty; however, research faculty may not engage in the same instructional activities as tenure-track faculty over an extended period of time.

9.4 Associated Faculty

Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments. Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

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

9.5 Modification of Duties

HCS strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Food, Agricultural and Environmental Sciences' guidelines on parental 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 faculty member is on covered active duty in a foreign country or call to covered active duty status. See the [college pattern of administration](#) for details. See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XII.

The faculty member requesting the modification of duties and the department chair 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 dean.

X. Course Offerings, Teaching Schedule, and Grade Assignments

The department chair will annually develop 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 department's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by [Faculty Rule 3335-8-16](#) 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. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, then the department chair may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XI. Allocation of Department Resources

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

The chair will discuss the department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the chair.

Research space shall be allocated on the basis of research productivity including external funding and will be reallocated periodically as these faculty-specific variables change.

The allocation of office space will include considerations such as achieving proximity of faculty in sub-disciplines and productivity and grouping staff functions to maximize efficiency.

The allocation of salary funds is discussed in the department's [Appointments, Promotion and Tenure Document](#).

XII. Leaves and Absences

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](#). The information provided below supplements these policies.

12.1 Discretionary Absence

Faculty are expected to complete a [request for absence form](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)).

12.2 Absence for Medical Reasons

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

12.3 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](#). The information provided below supplements these policies.

Being in an unpaid status does not constitute approved unpaid leave. Requests for unpaid leaves must be made in writing and approved by the staff or faculty member's immediate supervisor, as appropriate, and the chair. Approval implies that the position and its funding will be available to the faculty or staff member upon her/his return to duty, subject to the Reduction in Force [Policies 9.15](#) and [9.20](#).

12.4 Faculty Professional Leave

Information on faculty professional leaves (FPL) for the purpose of professional development of tenure-track faculty is presented in the [Policy on Faculty Professional Leave](#). The information provided below supplements these policies.

Proposals for FPL should be presented in writing to the chair at least three months before the start of the proposed leave to allow time for required approvals. The department chair make recommendation to the dean based on the following criteria: 1) the FPL will enhance the research or pedagogical skills and knowledge, or the administrative skills and knowledge, of the faculty member; 2) the goals and outcomes of the FPL are aligned with the mission of the department; and 3) the faculty member agrees to submit a detailed report of her/his accomplishments during the FPL to the chair by the time of the annual performance evaluation.

The chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.

12.5 Parental Leave

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

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.

Should a department 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 department chair and 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 department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

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 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 IX above.

XV. Grievance Procedures

Members of the department with grievances should discuss them with the chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible.

Content below describes procedures for the review of specific types of complaints and grievances.

15.1 Salary Grievances

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

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of Academic Affairs [Policies and Procedures Handbook](#) Chapter 4, Section 2).

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

15.2 Faculty and Staff Misconduct

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

Any student, faculty, or staff member may report complaints against staff to the department chair. 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.

15.3 Faculty Promotion and Tenure Appeals

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

15.4 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.

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

15.5 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](#).

15.6 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 department chair, the chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair 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. See Faculty Rule [3335-8-23](#).

Faculty rule [3335-8-23](#), "Alteration of marks", defines the procedures to be used for appealing grades.

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

15.7 Academic Misconduct

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