PATTERN of ADMINISTRATION

The **DEPARTMENT** of **MECHANICAL** and **AEROSPACE ENGINEERING**

at

THE OHIO STATE UNIVERSITY

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1. INTRODUCTION

This document provides a brief description of the Department of Mechanical and Aerospace Engineering (MAE) as well as a description of its policies 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 document, together with the department's current Appointments, Promotion and Tenure (APT) Document, constitutes the department's governance documents.

This Pattern of Administration must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. In keeping with Faculty Rule 3335-3-35(C)(2), within the first year of their appointment or reappointment, the Department Chair shall review the Pattern of Administration in consultation with the faculty. Any revisions shall be made with broad faculty input, obtained in a manner consistent with the Department's established practices and procedures for obtaining broad faculty input (typically through online surveys). At other times, revisions may be proposed by the Department Chair or recommended to the Department Chair by departmental committees or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

2. DEPARTMENT MISSION AND VISION

Mission:
The Department of Mechanical and Aerospace Engineering is committed to excellence in education, research, and outreach, preparing leaders in mechanical, aerospace, and nuclear engineering to address critical global challenges and drive innovation. We foster a supportive and inclusive community, where the well-being and care for others are valued alongside professional and academic growth. Our work advances knowledge, enhances economic competitiveness, and empowers our faculty, staff, and students to grow into their best selves while making a lasting impact on society.

Vision:
We aspire to be a transformative leader among public land-grant universities in mechanical, aerospace, and nuclear engineering. Our department will be the destination of choice for top students, researchers, and faculty, fostering a collaborative and inclusive environment where shared success is celebrated. Through innovation and creativity, we aim to shape the future of engineering, empowering our graduates to drive positive, lasting change in society. Together, we prepare individuals to reach their full potential and contribute to a more sustainable, equitable, and innovative world.

3. ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the University issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns.

4. 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 include faculty (tenure track, professional practice, and research faculty) with compensated FTEs of at least 50% in the department. All votes are of equal weight.

The Department of Mechanical and Aerospace Engineering makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of departmental governance.

The Department of Mechanical and Aerospace Engineering makes professional practice faculty appointments with titles of professional practice assistant professor, professional practice associate professor, and professional practice professor. Professional practice faculty may vote in all matters of department governance except promotion and tenure decisions of tenure track and research faculty reappointment or promotion decisions. Voting rights in other Appointments, Promotion and Tenure matters are as specified in the APT Document.

The Department of Mechanical and Aerospace Engineering also makes research faculty 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 promotion and tenure decisions of tenure track faculty and professional practice faculty reappointment or promotion decisions. Voting rights in other Appointments, Promotion and Tenure matters are as specified in the APT Document.

4.1 PROFESSIONAL PRACTICE FACULTY APPOINTMENT CAP

Professional practice faculty can comprise no more than 20% of the total tenure-track, professional practice, and research faculty of the College of Engineering.

4.2 RESEARCH FACULTY APPOINTMENT CAP

Research faculty can comprise of no more than 20% of the tenure-track faculty in the department. A majority vote of the department's tenure-track faculty is required to alter this cap.

The Department of Mechanical and Aerospace Engineering 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 may be 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.

Emeritus faculty in this department are likewise 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.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the APT Document.

5. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

Department support services are organized by function as follows:

- Department fiscal support
- Front office management
- Undergraduate student services
- Graduate student services
- Instructional laboratory support
- Workshop (mechanical and electronic) support
- Communications
- Administrative assistance for chair, program(s), research center(s), endowed chair(s)

Collaborating support services provided by other entities in the College of Engineering and the University are as follows:

- Human resources
- Instructional and research computing support
- Advancement and alumni relations
- Building coordination
- Grants management

Staff members report to supervisors in their functional areas, who in turn report to the Department Chair. Staff supervisors meet periodically or as needed with the Department Chair and associate chair(s) to coordinate their activities. In addition to the department staff who perform the functions listed above, research staff are supported on research projects and report to project supervisors.

6. OVERVIEW OF DEPARTMENT DECISION-MAKING

Policy and program decisions are made in a number of ways: by the department faculty as a whole, by standing or special committees of the department, by the Leadership Team, or by the

Chair. The nature and importance of any individual matter determine how it is addressed. Department governance proceeds on the general principle that the more important the academic matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

7. 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, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- To uphold expectations of the Leadership Philosophy:
    - Uphold Ohio State's Shared Values and engender trust through words and actions.
    - Care for people and create conditions for well-being and productivity.
    - Set clear direction and goals for their teams and align to the mission of the department.
    - Solve problems and support their teams to adapt to changing contexts.
    - Drive cross-functional collaborations to advance goals of the department.
    - Demonstrate commitment to continuous growth for themselves and their teams.

- 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 prudent 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 including the formulation and implementation of plans for strategic development and growth of the department; to encourage research and educational investigations.

- To assign workload according to the department's workload guidelines (see Section 9) and faculty appointment type and rank.

- 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 make appropriate teaching and internal service assignments for faculty and staff.

- To evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by the department 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, contract renewals, 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 APT Document.

- To represent or assign designated faculty representatives to represent the department at Departmental External Advisory Board meetings, College and University meetings as well as meetings external to the University; to develop and maintain productive relationships with employers of our graduates, other industrial and governmental organizations and alumni.

- To oversee that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; to listen and respond appropriately to the requests and problems of faculty, staff, students and others, 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.

- 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 generally solicit the advice of the Leadership Team or other relevant faculty committees 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 AND PROGRAM DIRECTORS

The Department Chair shall designate four Associate Chairs to assist with departmental operations and serve as members of the leadership team: an Associate Chair for Administration, Associate Chair for Research, Associate Chair for Graduate Programs, and Associate Chair for Undergraduate Programs and Teaching. The Chair shall also appoint Program Directors that represent each of the three academic programs in the department: Aerospace Engineering, Mechanical Engineering, and Nuclear Engineering. Duties and delegated responsibilities for the Associate Chairs and Program Directors are described as follows. The Chair, the four Associate Chairs, the three Program Directors, and the Business Manager constitute the *Leadership Team* (See Section 7.4.1 for details).

7.2.1 ASSOCIATE CHAIR FOR ADMINISTRATION

The Associate Chair for Administration (Admin Chair) assists the Chair with overall administration for the department, as designated by the Chair. The Admin Chair will track the workload for faculty through the department workload algorithm, providing input and advice to the Associate Chair for Undergraduate Programs and the Department Chair for equitably assigning workload appropriate to faculty rank, type, and other responsibilities. The Admin Chair coordinates data collection and analysis for the workload algorithm and annual reviews, provides input to the Chair in the annual review process, assists with drafting annual review letters as requested, and approves routine requests as delegated by the Chair. Data on teaching and service workload will be made available to all faculty to allow for transparency concerning assignments. The Admin Chair also serves as Procedures Oversight Designee (POD) and as an ex-officio member of the Promotion & Tenure Committee, and serves as a parliamentarian for faculty meetings, ensuring that voting procedures and determination of outcomes are in compliance with procedures established in the APT and POA documents. The Admin Chair also coordinates space allocations for faculty and staff offices and labs. The Admin Chair tracks contract renewal timelines and review timelines for all probationary faculty, research faculty, and professional practice faculty. Finally, the Admin Chair represents the department at College-level meetings and functions upon request from the Chair, provides critical input for ABET review, and assists in the organization and conduct of the department's External Advisory Board meetings.

7.2.2 ASSOCIATE CHAIR FOR RESEARCH

The Associate Chair for Research (Research Chair) provides oversight for the research activities in the department. The Research Chair works in conjunction with the Chair and the MAE faculty to analyze and benchmark the research operations of the department against peer and aspirant programs and to track the research output relative to the department strategic plan. The Research Chair works with Communications and is responsible for the creation and publication of the department's research. The Research Chair leads mentoring programs for junior faculty and post-docs on best practices of running a research lab and securing external funding; they maintain a sharable database of documents to support this effort. This member of the leadership team tracks cost share requests and provides input to the Chair for approval of cost share requests. The

Research Chair represents the Department Leadership Team on the Honors and Awards Committee and coordinates nominations for research-based university and national awards.

7.2.3 ASSOCIATE CHAIR FOR GRADUATE PROGRAMS

The Associate Chair for Graduate Programs (Grad Chair) provides oversight for all three graduate programs in the department, chairs the Graduate Studies Committee (GSC), and provides supervision for the Graduate Program Coordinator(s). The Grad Chair works in conjunction with the Chair and the MAE faculty to establish graduate program policies affecting graduate admissions, fellowship nominations, qualifying exams, and candidacy exams. The Grad Chair has oversight on establishing admissions policies and all facets of the admission process. The Grad Chair welcomes new graduate students to the department and speaks at recruitment fairs and open houses. The Grad Chair also meets with graduating graduate students in an exit meeting to invite their constructive feedback about the graduate programs. The Grad Chair is the primary representative for the Department to the College and the Graduate School on all matters related to the graduate programs. The Grad Chair requests P or M status in all 3 graduate programs for interested and qualified faculty, both within and without the department. The Grad Chair also authorizes candidacy or defense committee participation for anyone without P/M status in the student's graduate program (including those outside of OSU). The Grad Chair also serves as the first point of contact on the Leadership Team for any graduate student concerns and establishes equitable and collaborative workflows for handling student complaints, being particularly mindful of the power differentials between faculty and students. When significant interaction with the faculty is required to resolve a student complaint, the Grad Chair will involve the Chair as needed. The Grad Chair provides oversight and has overall organizational responsibility for the Department's regular seminar series and the Future Academic Scholars Training (FAST) program. The Grad Chair coordinates graduate student interest and availability for GTA assignments and provides input to the Associate Chair for Undergraduate Programs who makes final GTA and course assignments. The Grad Chair also coordinates with the GSC and the faculty to nominate speakers for the Department Distinguished Seminar Series. The Department Chair will make final selection and invitation of distinguished speakers and will work with the Grad Chair and faculty host to coordinate scheduling and hospitality details for the seminar visit. The Grad Chair also assists the External Advisory Board with selection of the annual Distinguished Graduate Faculty Award. The Grad Chair provides input to the Chair in the annual review process and assists with drafting annual review letters as requested. The Grad Chair interfaces regularly with the Big10+ GSC chairs to share best practices and survey graduate program trends nationally.

7.2.4 ASSOCIATE CHAIR FOR UNDERGRADUATE PROGRAMS AND TEACHING

The Associate Chair for Undergraduate Programs and Teaching (Undergrad Chair) provides oversight for the department's undergraduate programs in Aerospace and Mechanical Engineering, chairs the undergraduate studies committee (USC) and the continuous quality improvement committee (CQIC), and provides supervision for the advising staff. The Undergrad Chair is the first point of contact for all undergraduate student complaints and works to resolve student concerns in a manner that is cognizant of faculty-student power differentials. When significant interaction with the faculty is required to resolve a student complaint, the Undergrad Chair will involve the Chair as needed. The Undergrad Chair is the primary individual responsible for coordinating the department-wide teaching schedule, incorporating input from

the Program Directors, Interest Groups and Associate Chairs as needed. They assist the Admin Chair and Chair in formulating and calculating teaching-related workload data each year. In conjunction with development of the teaching schedule, the Undergrad Chair also assigns graders, undergraduate teaching assistants (UTAs), and graduate teaching assistants (GTAs) to courses, working with the Chair on budgetary decisions and with the Admin Chair on workload implications. The Undergrad Chair also coordinates mentoring and classroom observation for the faculty, establishing a collegial and mutually supportive approach to continued improvement in teaching. The Undergrad Chair also has a central role in the development of ABET self-study reports, working closely with the individual(s) who prepare the reports and host the visits. The Undergrad Chair also works with the Chair to determine nominees for faculty representatives to education-focused College committees such as the College Committee on Academic Affairs, the Core Committee, and the Undergraduate Honors Committee. The Undergrad Chair also assists the External Advisory Board with the selection of the Michael J. Moran and Gerald M. Gregorek teaching awards. The Undergrad Chair provides input to the Chair in the annual review process and assists with drafting annual review letters as requested.

7.2.5 PROGRAM DIRECTORS

Each of the three academic programs within the department shall have a Program Director appointed for oversight. The role of the Aerospace Engineering (AE), Mechanical Engineering (ME), and Nuclear Engineering (NE) Program Directors is to provide long-range strategic planning for the academic programs, ensuring that each program remains progressive and responsive to student concerns, industry needs, and national research priorities. The Program Directors provide advisory input to the Undergrad Chair on suggested long-term faculty teaching assignments, with a primary view towards disciplinary expertise and curriculum needs. The program directors provide advisory input to the Chair on faculty hiring initiatives, staffing needs, and laboratory infrastructure needs. The AE and ME Program Directors will have primary responsibility and oversight for preparation of ABET self-study reports, working in conjunction with CQIC and the Leadership Team (lead responsibility for report preparation may be delegated). The Program Directors also assist the Chair with alumni engagement as needed, building strong connections and relationships with our external stakeholders. Program Directors are also responsible for collecting nominations and selecting award winners for the annual MAE alumni awards. The Directors also take leadership of selecting nominees and preparing award packages for the annual College alumni awards. Program Directors also coordinate selection of the award winners for undergraduate and graduate student award programs. The ME Program Director provides supervisory oversight for the instructional and research technical support staff. The NE Program Director serves as an administrative point of contact for NE minor students, coordinates with the NE program external advisory board, represents the department on the Nuclear Engineering Department Head Organization (NEDHO), and coordinates program relationships and grant submission with federal government agencies such as Department of Energy, U.S. Nuclear Regulatory Commission, and engage with American Nuclear Society and national laboratories.

7.3. DEPARTMENT EXTERNAL ADVISORY BOARDS

The department shall have three separate external boards representing the three different programs in the department: mechanical engineering, aerospace engineering, nuclear engineering.

The Mechanical and Aerospace Engineering External Advisory Board (EAB) is a body comprised of AE and ME program advisory boards, working as a single organizational unit. The MAE EAB shall have co-chairs representing the AE and ME programs and working in close collaboration. The object and purpose of the MAE EAB shall be to work with the Department Chair in an advisory capacity to encourage and promote the overall department's progress and interests. The charter of the advisory board is determined by the board, in consultation with the Chair, and governs its structure and functions. Members of the board are invited by the Chair, who will consult with the current MAE EAB co-chairs, the Leadership Team, and Development staff to identify nominees who are departmental alumni or supporters. Members of the board will serve on a fixed term, which is renewable and can be terminated voluntarily by the member or the Department Chair at any time.

The Nuclear Engineering External Advisory Board (EAB) has a sole focus on the interests and needs of the Nuclear Engineering program. The primary point of contact for the NE EAB shall be the NE Program Director, but the Chair shall also engage with the board. The object and purpose of the NE EAB shall be to work with the NE Program Director and Department Chair in an advisory capacity to encourage and promote the NE program's progress and interests. The charter of the advisory board is determined by the board, in consultation with the NE Program Director and Department Chair and governs its structure and functions. Members of the board are invited by the Program Director, who will consult with the current NE EAB chair, the NE faculty, the Department Chair, and Development staff to identify nominees who are departmental alumni or supporters. Members of the board will serve on a fixed term, which is renewable and can be terminated voluntarily by the member or the Department Chair at any time.

7.4. DEPARTMENT 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 Committee, as described in the APT Document. All department committees shall have fair representation of the three disciplines in the department.

The department shall have at least the following standing committees: a Leadership Team, an Undergraduate Studies Committee; a Graduate Studies Committee; a Promotion and Tenure Committee; a Continuous Quality Improvement Committee; an Honors and Awards Committee. Additional standing or ad-hoc committees will be established whenever the Chair deems it to be necessary for the continued well-being of the department. All committees are advisory to the Chair of the department and/or through the Chair, to the department faculty. Except as indicated below, all committee members and chairpersons shall be appointed by the Department Chair for one-year terms commencing in the autumn term.

7.4.1 LEADERSHIP TEAM

The Leadership Team shall comprise of the Chair, Associate Chairs, Program Directors, and the Business Manager. The Leadership Team will advise the Department Chair on budgetary policy, personnel resources, and operational matters. The Leadership Team is responsible for long range

planning, and for proposing administrative policies for approval by the faculty. The Leadership Team shall work as a cohesive team to advance the interests of the department and the University's shared values through service leadership, endeavoring to faithfully represent the interests of MAE faculty, and consulting with the faculty as appropriate. The Leadership Team will meet as often as needed, typically on a weekly schedule during the academic year.

7.4.2 UNDERGRADUATE STUDIES COMMITTEE

Each undergraduate program shall be represented on a single Undergraduate Studies Committee (USC), with the AE and ME programs being organized as parallel subcommittees that work in conjunction with one another. Each program will be represented by a departmental representative or representatives on the College Committee on Academic Affairs. Additional committee members shall include at least one faculty member to represent different areas within the program, an academic adviser from the Undergraduate Student Services office, and one undergraduate student representative from each program. The chair of the Undergraduate Studies Committee will be the Associate Chair for Undergraduate Programs, who will also be a member of the College's Core Curriculum and UG Services Committee. The appointments of faculty members on the undergraduate studies committee will be for three years and individual appointments will be staggered. The student representative will usually be selected from among the officers of the affiliated professional society student sections, for a one-year term. The undergraduate committee's responsibilities will include all curriculum matters related to the undergraduate programs. This includes, but is not limited to, the following: ensuring that undergraduate course syllabi are reviewed and kept current and compliant with university policies and initiatives, ABET accreditation related issues, course assessment and refinement, admission of students to the baccalaureate major, ensuring that students are making satisfactory progress towards their Bachelor of Science degrees, recommending candidates for undergraduate scholarships, handling undergraduate student grievances, and assisting the Chair and associate chair(s) in undergraduate recruitment. The composition of the committee should be such that all areas of the program curriculum are represented. The student representatives will not be eligible to attend discussion of matters relating to specific students, or to vote on those matters. The student representatives are otherwise eligible to vote on matters before the committee.

7.4.3 GRADUATE STUDIES COMMITTEE

All three graduate programs in the department shall be represented in a single Graduate Studies Committee (GSC). The chair of the GSC will be the Associate Chair for Graduate Programs. To the extent possible, the GSC shall consist of equal representation of faculty members with level P status from each of the three graduate programs (aerospace, mechanical, and nuclear), in addition to the committee chair, a non-voting student representative, and non-voting graduate program staff. Appointments of GSC faculty members are made by the Department Chair in consultation with the GSC chair. The composition of the committee should be such that various groups in the department are represented. The committee's responsibilities shall include, but not be limited to, those outlined in Section 2-4 of the Graduate School Handbook.

Several graduate program subcommittees will assist with these duties, including: Admissions Subcommittees, Fellowship Subcommittees, Qualifying Exam Subcommittees, and Seminar Subcommittees. The Admissions and Fellowship subcommittees will assist in the recruitment and evaluation of prospective graduate students and recommending the award of fellowships to

incoming and current students as requested by the GSC Chair. They will also assist current students in their application to national fellowships. The Qualifying Exam (QE) Subcommittees administer the graduate examinations required by the program. QE subcommittee chairs meet together with the GSC Chair at the end of each QE offering to determine the exam outcome for borderline (marginal) examinee results and to help administer final oral examinations if warranted. The Seminar Subcommittees will administer the various discipline-specific seminar series by soliciting speaker nominations from faculty and students so that seminars are an engaging scientific exchange with leaders in their respective fields.

7.4.4 PROMOTION AND TENURE (P&T) COMMITTEE

The Promotion and Tenure Committee, which also serves as the Promotion Committee for professional practice faculty and research faculty, will have the composition and duties detailed in the department's APT Document. The Committee could be supplemented (by the Department Chair) if needed by up to two non-probationary professional practice or research professors for the consideration of cases of professional practice or research faculty.

7.4.5 CONTINUOUS QUALITY IMPROVEMENT COMMITTEE

The Continuous Quality Improvement Committee (CQIC) is tasked with developing and implementing a robust assessment plan for the Mechanical and Aerospace undergraduate programs. The most visible part of the committee's work occurs during the year leading up to an ABET evaluation, when the collected assessment data is assembled into the department's self-study reports. Meetings are held as needed to review data and formulate an action plan to address weaknesses, typically at least once per semester and the Mechanical and Aerospace groups typically meet as separate sub-committees. The CQIC functions under the supervision of the Associate Chair for Undergraduate Programs and works closely with the Undergraduate Studies Committee. Faculty and staff members are appointed by the Department Chair for 3-year terms with staggered appointments. Because capstone is an essential part of our assessment plans, at least one instructor representing capstone courses should be on the committee. The chair of the Mechanical and Aerospace CQIC shall also serve on the College's Outcomes and Assessment Committee. Regular committee work includes developing and updating the assessment plan for each undergraduate program and collecting data from instructors, student evaluations, and department and college surveys. The committee reviews data on an ongoing basis to identify weak areas where educational outcomes are not being adequately met, develops an action plan to address those weak areas, and documents the data, action plan, and results.

7.4.6 HONORS AND AWARDS COMMITTEE

The department's Honors and Awards Committee shall consist of at least four faculty members, who are appointed annually by the Department Chair. The committee chair is appointed by the Department Chair. The committee shall keep abreast of all awards and honors (such as professional society fellow status) in the fields of mechanical, aerospace, and nuclear engineering. Its responsibilities shall be to keep abreast of all deadlines for national and international honors and awards, as well as those awarded by the College and University. The committee shall share relevant information with faculty on a timely basis, decide which nominations should be forwarded from competing nominations when necessary, and coordinate preparation of the nominations of faculty and staff for outstanding contributions.

7.5. DEPARTMENTAL INTEREST GROUPS

The interest groups within the department foster a culture of engagement involving all faculty, research staff, and students by offering opportunities for dialogue around common research and teaching interests. The interest groups are expected to evolve with time and with interdisciplinary research interactions across campus. At present, the research interest groups are –aerospace engineering; design and manufacturing; dynamic systems and control; dynamics, materials, and solid mechanics; energy, fluids, and thermal sciences, nuclear engineering; and interdisciplinary topics.

8. DEPARTMENT FACULTY AND STAFF MEETINGS

The Chair will provide to the faculty a schedule of department faculty and staff meetings at the beginning of each academic year. The schedule will provide for at least one meeting per term and normally will provide for more frequent meetings. The Chair will schedule regular faculty meetings at times so as to minimize conflicts with scheduled departmental classes. Reasonable efforts will be made to call for agenda items before the meeting and to distribute the agenda by e-mail before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department regular faculty. The Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The Chair will disseminate material presented at the faculty meetings to faculty through a secure departmental, college, or university website (e.g. One Drive, Teams).

Special policies pertain to voting on personnel matters, and these are set forth in the department's APT 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.

Either the Chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by ballot is necessary on matters of special importance. Balloting will be typically conducted by electronic means when necessary to assure maximum participation in voting and timely responses. In the case of a formal vote, a non-personnel matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote.

When a matter must be decided and a decision cannot be reached at a meeting of the faculty, the Chair will necessarily make the final decision.

The department accepts the fundamental importance of full and free discussion, but also recognizes that such a discussion can only be achieved in an atmosphere of mutual respect and civility. The department also recognizes the often-unseen impact of implicit bias and power imbalance on personnel and policy discussions. The department will take extra care to create a safe space for equitable discussion, which recognizes the equal significance of input from all faculty members of the department. This may involve recognizing and interrupting implicit bias in real-time. We further recognize the contributions of staff in our department; staff participation is welcome in

policy discussions or other non-personnel matters. Normally department 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. Robert's Rules of Order may be invoked when more formality is needed to serve these goals.

9. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD

Faculty roles and responsibilities are described in the initial letter of offer. Workload 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 terms, faculty members are expected to be available for interaction with students, service responsibilities and other responsibilities even if they have no formal course assignment that term. Every member of the faculty who is assigned instruction is expected to establish and maintain at least 2 hours of regular office hours in order to be readily available to students. (For additional details, please see Appendix A.) On-duty faculty members should not be away from campus for extended periods of time unless on an approved Faculty Professional Leave or other approved leaves (see Section 12) or on approved travel. Absence of any faculty member from university responsibilities of more than ten consecutive business days requires approval by OAA. In the event that faculty members do have to be away while on-duty with an approved absence, it is the responsibility of the faculty member to assure that the lectures, recitation sections, office hours, and assignments are properly delegated to another faculty member, GTA, or UTA as appropriate.

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 department encourages participation of all faculty in professional activities. Such activities may include (but not limited to) organizing conferences or specialized meetings, serving on society committees and national review panels, serving on advisory boards, and serving on editorial review boards. Service on department, college, or university committees is also expected of all tenure track faculty and professional practice faculty.

It is expected that faculty members will perform service in support of the department, college, and university. On average, senior faculty members will be expected to perform more service activities than newly hired assistant professors, who will be expected to perform less service. The

number and types of service activities for a given faculty member, including serving as a committee chair, will be listed in the annual report and updated as needed by the Department Chair. The Department Chair, in consultation with the Associate Chairs, will then make assignments for the faculty member's teaching and internal service loads as deemed appropriate based on this accounting of service activities in the context of the needs of the department.

External service activities are encouraged to promote the visibility and reputation of an individual faculty member and the department but viewed more in terms of support of a faculty member's academic and research career than in performing duties that are essential to keep the university and department functioning. Therefore, external service is not weighed heavily in the assignment of teaching and internal service loads except for rare cases of highly visible and time-intensive activities (e.g., conference chair, journal editor-in-chief, etc.). Such determination of external service that warrants a reduction in internal teaching and service activities is left to the discretion of the Chair.

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.

A full-time faculty member's primary professional commitment is to The Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the Department 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.

All faculty members are required to submit an annual report detailing their activities in teaching, research, and service. The report is to be submitted using a pre-defined format for which a template (either a self-contained document or online) shall be provided by the department or College. Requests for reports shall be sent by the Chair or Admin Chair in late Fall semester and the annual report will be due in mid to late February of the following year. Failure to submit the report itself or failure to submit it in the required format will result in the assignment of zero credit for research (including advising research associates; see workload calculation details below) and service in annual workload calculations.

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties, responsibilities, and workload 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 tripartite mission of 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.

Teaching
The Standard Course load for full-time, research active tenure-track faculty in the Department of Mechanical and Aerospace Engineering is two "standard" course sections per semester, or four during the academic year. (The "standard" course section is defined Appendix A.) According to the university workload guideline, teaching load is viewed as 40 to 50% of the total workload of a research active tenure-track faculty member.

Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

The standard teaching assignment may also 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. All tenure-track faculty members must contribute to the mission of education (formal and/or informal instruction, student advising) over the course of the academic year.

Scholarship
All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's Appointments, Promotion, and Tenure Document. According to the university workload guideline, it is expected that research activities comprise 40 to 50% of the time of a tenure-track faculty member.

Tenure-track faculty are expected to actively participate in research. The department defines a "research active" tenure-track faculty member on the basis of funding, scholarship, and student advising:

- **Funding**
    - At least one externally funded active grant for 2 years out of a 3-year period.
- **Publications**: 6 publications in a 3-year period
    - At least 3 in journals or in low-acceptance-rate (<20%) conferences.
    - Other 3 publications can be from other sources
    - Books, book chapters, and patents could be used as substitute (case-by-case).
- **Advising Students**

- Advise an average of 1 graduate student per year toward their thesis/dissertation

Tenure-track faculty who are not research active will be invited to have a discussion with the Chair regarding their research status. There, they will discuss the status of funding and submitted proposals, scholarship, and student advising. Following this discussion, tenure-track faculty who are research inactive and deemed not to have a clear pathway towards being active may be asked, as noted above, to serve the department in other ways, such as being asked to teach additional "standard" course sections during the academic year and/or increase their service work.

Service
Faculty members are expected to be engaged in service and outreach to the department, university, profession, and community. The standard service workload expectation for full-time tenure-track faculty members is 10 to 20% time allocation to total workload according to the university workload guideline.

This will typically include service on two committees within the department and one outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university).

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

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 balance of service loads among faculty.

9.1.1 SPECIAL ASSIGNMENTS
Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy. The information provided below supplements this policy.

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

9.2 PROFESSIONAL PRACTICE FACULTY

The Department of Mechanical and Aerospace Engineering appoints professional practice faculty. The workload expectations for professional practice faculty differ from the workload of tenure-track faculty. These appointments exist for faculty members who focus principally on the education needs for the department. According to the university workload guideline, the standard workload expectations for full-time professional practice faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Professional practice faculty on a 9-month contract are expected to dedicate 75% of their time towards teaching (six "standard" course sections per academic year); those on 12-month contracts are expected to teach eight "standard" course sections. The remaining 25% of their time can be spent on either research or service activities. The department encourages participation of professional practice faculty in administrative service activities such as serving on departmental standing committees and activities. Professional practice faculty members are expected to contribute to the department's research and education missions.

9.3 RESEARCH FACULTY

Research faculty support their own salary and are expected to contribute to the university's mission via research and the advising of graduate students.

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.*

Standard workload expectations for full-time research faculty members are 0-10% teaching (student mentoring), 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer.

The expected levels of scholarly activity vary considerably with technical area and individual emphasis. As a general guide, research faculty members are expected to publish regularly in refereed archival journals, present papers at national and international conferences and/or contribute to other scholarly/creative activities such as authoring monographs and books, developing patents and the like. Research faculty are expected to be advising MS and Ph.D. students. It is recognized that some scholarly activities do not fit within the above framework. In such cases, the Department Chair and Associate Chair(s) will be responsible for determining an equitable equivalent workload.

9.4. ASSOCIATED FACULTY

Standard workload expectations for compensated associated faculty members are 80-100% teaching, 0-20% scholarship, and 0-20% service, 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.

9.5 MODIFICATION OF DUTIES

The department 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 Engineering's guidelines on 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 faculty that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. Per Faculty Rule 3335-6-03(D), a probationary tenure-track faculty member may (but is not required to) extend the probationary period by one year for the birth or the adoption of a child. See the college pattern of administration for details. See also the OHR Parental Care Guidebook and the Parental Leave Policy in Section 12.

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 approved by both the Department Chair and Dean of the College of Engineering.

10. COURSE OFFERINGS, TEACHING SCHEDULE, AND GRADE ASSIGNMENTS

The Associate Chair for Undergraduate Programs and Teaching 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 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 terms of offering to assure that instructional expertise is always available for such courses. The Department Chair has final approval of the schedule of course offerings each semester.

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, 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.

11. 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 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 subdisciplines and productivity and grouping staff functions to maximize efficiency. For additional details on Research or Office space allocations, please see the MAE Space Policy document in Appendix B.

The allocation of salary funds is discussed in the APT Document.

12. 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 travel request or 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 Department 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 complete 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.

12.4 FACULTY PROFESSIONAL LEAVE

Information on faculty professional leaves (FPL) is presented in the OAA Policy on Faculty Professional Leave.

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Assignment (see Section 9.1.1) and may be from one term to one academic year in length. FPLs may involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave.

Faculty members who desire an FPL should discuss the matter with the Department Chair during their annual evaluation or as soon thereafter as possible. The Department Chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the Dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year to the Department Chair no later than the end of Autumn Semester of the preceding year, except when the development of an unexpected opportunity precludes such timing. Failure to submit an FPL application in time automatically disqualifies the application from further consideration by the Chair.

The Chair will review all requests for faculty professional leave and make a recommendation to the Dean of the college based on the quality of the proposals, their potential benefits to the department and to the faculty members, 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.

13. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

The University encourages participation in outside activities, such as collaborations with government, industry, and other private institutions. Information on additional compensation is presented in the OAA Policy on Faculty Compensation. Information on outside activities is presented in the university's Policy on Outside Activities and Conflicts. The information provided below supplements these policies.

The MAE department adheres to these policies in every respect. In particular, this department 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 of these activities 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 additionally compensated activities and external consulting combined.

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

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

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

14. 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 via a University website 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.

15. 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. The content below describes the 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 an appeal with the college's Faculty Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of the Office of Academic Affairs Policies and Procedures Handbook).

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

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.

> Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's policy on equal employment opportunity.
>
> Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's policy on 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. Frequently, the appropriate Associate Chairs will be involved in the investigation as well. 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 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.

APPENDIX A: MAE FACULTY TEACHING WORKLOAD POLICY

BASE TEACHING LOAD

At the beginning of each academic year, the Department Chair will specify the actual number of "standard" courses to be taught by each tenure track and professional practice faculty member, based upon the faculty category, the faculty member's annual report for the preceding calendar year, and the expected level of service activity, graduate student support and supervision for the academic year. Faculty members who have joint appointments will have a baseline responsibility defined by the percent appointment that they have in Mechanical and Aerospace Engineering.

The table below summarizes the base teaching loads for all tenure-track faculty (50% of work load) and professional practice faculty (75% of workload) with expected levels of scholarly activities.

Base Teaching Loads Tenure-track Faculty, first 3 years	One standard course in Year 1 and two standard courses in Years 2 & 3 with teaching reduction shown below except RA and first time teaching reductions
▪ Tenure-track Faculty after first 3 years ▪ Research Active tenured Associate Professor ▪ Research Active tenured Professor	Four standard courses per year with potential teaching reduction shown below
Professional practice faculty (9 month appointment)	Three standard courses per semester or six standard courses per year (Autumn and Spring semesters) with potential teaching reduction shown below
Professional practice faculty (12 month appointment)	Four standard courses per semester or eight standard courses per year (Autumn, Spring, and Summer semesters) with potential teaching reduction shown below

The Department Chair and associate chairs will determine the specific teaching assignments. The assignments will be made using the teaching load and workload policy as a guideline, recognizing that it is not practical to develop an algorithm that takes into account all aspects of teaching and service. In addition to balancing out the overall workloads, an effort will be made to place the most appropriate faculty members in individual courses and to ensure that multiple faculty members are experienced in teaching the various undergraduate courses. Faculty members active in research will, on average, teach fewer courses in accordance with the base teaching load reduction guidelines shown below.

The workload guidelines stated here do not constitute a contractual obligation. Fluctuations in the demands on the department, and in its resources, and special individual circumstances of faculty members, may warrant deviations from the guidelines. Additionally, these guidelines are

intended to ensure equitable workload over the long-term, while acknowledging that more or less work may be requested in a given year.

REDUCTION IN BASE TEACHING LOAD

There can be a reduction in teaching load based on research activity, release time, graduate student advising and administrative assignments that faculty may have. Further reductions may be made by the Department Chair to handle special assignments. Each faculty member who is not on the Leadership Team, not on leave of absence, nor under special assignment is required (or expected) to teach at least one standard course section during the academic year, regardless of the total of teaching load reductions.

The reductions for each of the faculty categories, in terms of "standard" course sections, are as follows:

Reduction in Base Teaching Load

Administrative Services, such as major committee service or leadership	One to four standard courses reduction
Release Time for off-loading of teaching	One standard course reduction for 1.125 months of salary submitted as release time (12.5% release for 9-month) (9.375% for faculty on 12-month appointments). The reduction is computed and recorded in increments of 0.1 credit-hour. Carryforward is allowed.
Research student advising:	See section below on "Research Associate Advising" for details of the calculation. The reduction is computed and recorded in increments of 0.1 credit-hour. Maximum one standard course is allowed.
Chair's Discretion: • Associate chairs and program directors • College and University services • Special circumstances • Mentorship of junior faculty	The work and teaching loads associated with many activities vary greatly, and it is not possible to allocate a single course equivalent value covering all possible circumstances. Therefore, the chair will have discretion in adjusting individual workload and teaching load totals

Other faculty members who have unusual committee assignments or service activities that demand significant effort can also have their teaching responsibilities reduced at the Chair's discretion.

TEACHING LOAD ASSESSMENT CRITERIA

A systematic numerical teaching load assessment and recording system for computing teaching loads are described in the MAE Faculty Teaching Load Policy statement, attached as an Appendix.

RESEARCH ASSOCIATE ADVISING

Faculty who are actively advising student research projects will be partially released from other duties. The emphasis is placed on advising PhD students, who are the main drivers of the research production of our laboratories and department as a whole. Post-doctoral researchers, M.S. and UG students performing research also contribute to the research mission and reputation of the laboratory and department, and therefore are also counted. Using information from faculty annual reports, the total research associate advising for individual faculty is determined by summing the credit of all the researchers advised/mentored in terms of scaled person-months. For instances of co-advising, each advisor will divide the credit evenly. One standard course is equivalent to 27 months of PhD student advising (i.e., 3 students * 9 months). Maximum reduction is one standard course per faculty per year. The amount of release is based on the table below, with adjustments shown for M.S. students, post-docs, and undergraduates working on a thesis given by the scale factor in the table

Rank	Scale Factor	Comment
PhD	1.0	All PhD students regardless of department, source of support, or status (i.e. pre- or post-candidacy)
M.S	0.75 0.50	• for M.S. thesis students, • for M.S. non-thesis students
Post-doctoral researcher	0.5	
UG researcher	0.50	MAE UG working towards thesis or “Research with Distinction.”

CHAIR'S DISCRETION

The workloads associated with many activities vary greatly, and it is not possible to allocate a single course equivalent value covering all possible circumstances. Therefore, the Chair will have discretion in adjusting individual workload totals. When the time commitment for a given activity is high enough to justify a reduction in teaching, the Department Chair will make an appropriate reduction in teaching load. In addition, the Department Chair may make specific assignments that entail time commitments that are substantial enough to justify a reduction in teaching. The Chair, in consultation with the faculty member involved, will determine the amount of the reduction.

A summary of the procedure used for determining the teaching load is given here.

The basic teaching load is determined by six factors:

1) Base responsibility
2) Courses carried forward from previous year
3) Release time submitted
4) Research associates advised
5) The discretion of the Department Chair
6) Total standard sections assigned

Base Responsibility

As explained earlier in the document, the base responsibility per academic year may vary from 1 to 8 Standard Courses, depending on the level of experience, service and research activities of the faculty member. The base responsibility is determined by the Department Chair and/or Associate Chairs before the beginning of autumn semester. The number is based on the annual report submitted by the faculty member in addition to any special assignments that the Chair may make. The base responsibility takes into account all activities of the faculty member such as

1) Research Associates advised.
2) General OSU service activities such as work on department, college, and university committees
3) Professional service such as for example, ABET and ASME/AIAA/ANS committees
4) Special committee assignments such as P&T chair
5) Special activities previously included under "Chair's discretion" such as associate chairs & program directors, mentorship of junior faculty.

For tenure-track faculty members who are active in research and service, the base responsibility will be 4 standard courses per academic year. For tenure-track faculty members who are active in either research or service, but not both, a typical number would be 5 to 6 Standard Courses. For tenure-track faculty members who are inactive in both research and service, the base responsibility could be 6 Standard Courses.

For professional practice faculty, the base responsibility is 6 Standard Courses for faculty on a 9-month appointment and 8 Standard Courses for faculty on a 12-month appointment.

Courses Carried Forward

It is impractical to make the total number of sections assigned be equal to the base responsibility every year. The difference will be carried forward to the next year and subtracted from the base responsibility. Therefore, a positive number will cause a reduction in the number of courses assigned next year and a negative number will result in an increase.

Release Time Submitted

Faculty with sponsored research projects will be released from other duties in proportion to the amount of time bought out. The amount of release is based on the release time funds faculty members have submitted during the year. To buy out of one Standard Course, the faculty member must submit the equivalent of 12.5% of their annual salary in release time funds during the year (that is, equivalent of 1.125 months for a nine-month appointment or 1.5 months for a twelve-month appointment). Faculty members are encouraged to turn in release time on a continual basis and their duties will be reduced over the course of the year as a function of the release time funds submitted. During any given semester, however, it may not be possible to buy out of a given course if a qualified substitute instructor is not available. This reduction is included in carryforward.

Total Equivalent Sections Assigned

Teaching credit algorithm description:

A standard course in a semester is defined in the following sections. The algorithm described below results in the standard course equivalence, N_{SC}, for a given course taught. This depends on the number of credit hours, the number of students enrolled and the type of instructional support that was provided for the course: GTA, UTA and/or Grader. It is further assumed that GTAs and UTAs are responsive to student questions outside of class, such as in office hours or over email, and that GTAs, UTAs, and Graders assist with grading of some form. The algorithm is based on an estimate of the time spent over a semester by the instructor to deliver the course. The standard course equivalent is the ratio of that estimate to the estimate of the number of hours spent to deliver a standard course, times a factor, *diff*, which accounts for a number of special situations. The unit for time is hours and time spent delivering the course is divided into three categories: class preparation and delivery, office hours and email correspondence, and grading.

The number of hours assigned to a standard course is informed by policies from the Office of Academic Affairs. It is expected that tenure-track faculty teach 4 courses per year (or 2 per semester) for 50% of their workload. Similarly, professional practice faculty on 9-month contracts teach 6 courses per year (3 per semester) for 75% of their workload. Thus, in a given semester, teaching 1 standard course is 25% of a faculty member's time. Assuming 14 weeks of 40 hours per week (560 hours), one standard course is assumed to take 140 hours of time.

Time spent in class preparation and delivery:

This time is independent of the instructional assistance by GTA, UTA or Grader. Class delivery time is the number of weeks in the semester (14) times the credit hours of the course, and class preparation time is assumed to be 50% of class delivery time.

Time spent in office hours and responding to students:

It is assumed that faculty members hold two hours of office hours per week and spend an additional hour responding to student questions in additional office hours and/or over email. If there is no GTA or UTA assistance, it is assumed that faculty will spend more time responding to students.

Time spent on grading:

For enrollments less than 40, no grading assistance will be provided by the department. Due to the nature of the assignments in the computational technical electives, the assigned GTAs will assist in the grading. Those courses are dealt with separately through the *diff* factor (see below). For enrollments greater than 40 there is grading assistance available for homework and if the course has a GTA or UTA they may assist in the grading of examinations. Hence the grading done by the instructor is just the examinations. It is also assumed that grading time does not depend on the credit hours, but only on the enrollment and whether there is assistance from a GTA or UTA in grading examinations. With such assistance and assuming the nominal situation of two midterms and one final examination, we take the time spent on grading over the entire

semester to be 0.75 times the enrollment. Without assistance, the instructor is responsible for grading the exams as well as the homework, and we take the time spent over the entire semester to be 3 times the enrollment.

Total time spent on a course:

Based on the assumptions above, the total time spent on a course in hours (H) is given by the sum of hours spent teaching and preparing for lecture, hours spent responding to students, and hours spent grading:

H= 14(C+.5C) + i(14*3)+ k(.75*n)

Where

C= credit hours

i= 1 for having student assistance or 1.5 for not having student assistance

k= 1 for having student assistance or 4 for not having student assistance

Definition of a standard course equivalent and the *diff* factor:

The standard course equivalent, N_{SC}, is the ratio of the estimate of the time spent delivering the course to the estimate of the time spent to deliver a standard course, times a factor, *diff*. The overall adjustment factor *diff* is added to account for a variety of situations. Typically *diff* equals one, but is different from one in the following situations

1. If the course is being taught for the first time (diff = 1.5) (except for new hires)
2. If the course is being developed or changed substantively (diff = 2)
3. If the course involves instructor grading of computer codes, as in the computational technical electives. (diff = 1.25)
4. If the course involves a substantial laboratory component, requiring the coordination of lecture and laboratory sections (diff = 1.25 or 1.5)
5. If the course involves the development of substantial laboratory component (diff = 1.5)
6. If the course is co-taught by more than one instructor then *diff* equals the fraction of the course taught by that instructor.

To allow for ongoing evaluation of the diff factor of individual courses, a list of courses and their diff factors is not included in this document but will be maintained on the MAE Department's Teams page or similar online resource.

Thus, the standard course equivalent, relative to the 25% time of a faculty member's workload is given as follows:

$$N_{sc} = diff\left(\frac{H}{140}\right)$$

Graduate courses will run when a minimum enrollment is reached, and these enrollment numbers will be maintained on the MAE Department's Teams page. For the graduate courses, N_{SC}, will either be "1" or the result of the previously presented algorithm, whichever is greater. If a faculty

member chooses to offer a class without meeting the minimum enrollment threshold, N_{SC}, will be the result of the algorithm.

APPENDIX B: MAE SPACE POLICY

Mechanical and Aerospace Engineering Space Policy

The MAE department is growing and will continue to do so, both on research and teaching fronts. Space is critical to the department's day-to-day operation. To ensure fairness and to address changing needs and activities of faculty and staff in face of a fixed amount of available space, a transparent set of policies is warranted.

This document describes the policies that the MAE department will administer in assigning and/or claiming back both office and research spaces in Scott Lab and Bolz Hall. The policies outlined here do not directly apply to other spaces, such as at CAR, ARC, or the OSU Nuclear reactor, although spaces used by MAE faculty members at these centers or elsewhere on campus will be taken into account in administering the policies outlined below.

Ground rules

- The policies described below will be re-visited annually by the MAE leadership team and updated, if deemed appropriate.
- The Chair, in consultation with the MAE leadership team, reserves the right to make final decisions on all space-related matters.

1. Office Space Policy

1.1 Active (non-Emeritus) Faculty Members and Staff

The following policies will be followed for assigning and/or claiming back office space:

- Upon hire, every active faculty member and staff will be assigned an office in Scott Lab. A typical office is ~150 square feet. The exact location and area of the assigned space will depend on availability and overall needs of the department. Rank (Full, Associate, Assistant) or type (Teaching, Research, Tenure Track) will not be considered in this initial assignment. Rather, enhancing the culture and work environment will be emphasized.
- A faculty member or staff may request to the Chair or Associate Chair for Administration (ACA) reassignment of their office based on health/comfort-related concerns at any time, such as unusually loud noise due to machines/HVAC, pollution, lack of heating/cooling in current office, or other such concerns. The Chair, in consultation with the Associate Chair, will try to find a suitable replacement as quickly as possible. Such situations will be given priority.
- For any other office reassignment, the following criteria will be examined to determine priority:
  - Reason cited for office switch, e.g., not enough space for meeting students, excessive or too little sunlight, too much foot traffic (noisy), etc.

- Contact hours with students (teaching or advising).
- Number of years of service.
- Number of years since last office assignment.
- Availability of the type of office desired (such as an office with more sunlight).

A formal written request (by E-mail) to move must be sent to the ACA. Each request will be placed in a waiting list based on the priority guidelines listed above and will be fulfilled when suitable offices become available. However, there is no guarantee that the request will be fulfilled within a particular timeframe. Office move requests within three years of a previous move will not be entertained unless it falls in the health/comfort category.

If an office move involves move of specialty items, such as refrigerator, microwave, wooden bookshelves or cabinets, wooden tables, sofa sets, recliners, etc., the faculty member will be responsible for paying the cost associated with the move from their discretionary funds. As to what constitutes "specialty," will be decided by the building manager in consultation with the ACA.

- For faculty members with permanent offices at Scott Lab and also elsewhere on campus, such as at the aforementioned Centers, the following policies will be followed: they may be requested to voluntarily give up permanent office space in Scott Lab if a need for office space in Scott Lab arises. If faculty choose to forego a permanent office space in Scott Lab, they will be offered one or more of the following options (depending on availability) and asked to choose one:
  - move to a permanent office in Bolz Hall,
  - share a permanent office in Scott Lab with one or more other faculty members,
  - use a temporary office (*hoteling*), which may or may not be shared, for activities on campus. The sharing of temporary space will be administered on a semesterly basis, i.e., the space being shared temporarily may change from semester to semester. The Department will make a reservation portal available for this purpose.

1.2 Emeritus Faculty Members

- Upon retirement, faculty members must vacate their old office within one month after the quarantine period. There should be no presumption that they may continue to use their old office after retirement. The department will not pay the cost of vacating. However, the department may assist with the vacating and move, if requested, on a case-by-case basis. As to how much assistance may be provided is left to the discretion of the building manager, in consultation with the ACA.

- Emeritus faculty will be provided two options for their new office and asked to choose one:
  - move to a permanent office in Bolz Hall,
  - share a permanent office in Scott Lab with one or more other emeritus faculty members.

- Emeritus faculty members holding permanent offices elsewhere on campus will not be assigned a new office of any kind either in Scott Lab or Bolz Hall. They may request a

shared office, but such requests will be treated on a case-by-case basis.

1.3 Graduate Students, Postdocs, Research Associates

Requests for office space for GRAs, postdocs and research associates will be considered on a case-by-case basis. They should be sent to the ACA. While filing the request, the following ground rules must be considered:

- For faculty members with computational labs, no additional space will be provided for graduate students and other personnel unless the lab capacity has been exceeded. It is expected that a computational lab should accommodate one student per 50 square feet. In other words, a computational lab with 400 square feet should not request additional space for personnel until it houses 8 people.
- For experimental labs, requests for personnel space will be treated on a case-by-case basis. Factors that will be considered to determine whether more space should be assigned include, but not limited to, number of personnel working in the PI's lab and the space currently owned by the PI, safety issues, usage of equipment currently in the lab (old unused equipment should be disposed of to make space for personnel), etc.
- No space will be provided for undergraduate students.

Once deemed an appropriate request, the request will be placed in a waitlist and filled as and when appropriate space becomes available.

2. Research Space Policy

2.1 Active (non-Emeritus) Faculty Members

The following policies will be followed for assigning and/or claiming back research space:

- Upon hire, every active faculty member will negotiate research space in Scott Lab with the Chair. The size and type of space they are assigned will be determined based on the department's contractual obligations during hire. Since the contractual obligations may involve multiple units within the College, the Department Chair reserves the right to decide exactly how much space the faculty member will be assigned in Scott Lab.
- The *default minimum* space assigned to each faculty member are as follows:
  - Tenure-track faculty: 400 square feet for computational lab, and 600 square feet for experimental lab.
  - Research faculty: space that they were assigned during the time of hire.
  - Professional practice faculty: space that they were assigned during the time of hire.
- The usage of space assigned to a faculty member initially will be reviewed every 3 years. If a faculty member, who is in charge of space that is significantly more than the default amount, cannot justify appropriate usage of that space, some of that space may be claimed back by the department. Factors that will be considered in making such decisions include, but are not limited to: (1) decline in number of personnel (on a rolling 3-year basis) in the faculty member's research group, (2) decline in sponsored research funding, (3) space used just to store old equipment that has not been in use for over three years. In some cases, the Chair may ask that a certain relatively unused space be shared with another faculty member.

- If a tenure-track faculty member is deemed research-inactive and does not have a plausible path to return to research-active within the near future, the Chair may reduce the research space allocated to that faculty member to zero. If the faculty subsequently resumes research activity, they may request space again, which will be considered based on discussions with the Chair.
- If a faculty member requires additional space, a formal request must be submitted to the ACA. Reasons for which such a request may be submitted include, but not limited to: (1) new substantial grant or award that requires conducting new experiments or computations beyond what is being conducted currently, (2) hiring of new personnel beyond the default capacity of a computational lab (see Section 1.3), (3) need to adhere to export control laws that may require new or different space.

The following priority order will be followed in assigning research space:

- Fulfilling contractual obligations of any newly hired faculty.
- Substantial new funding that warrants new space to fit new equipment, computers, or personnel.
- Productivity over the past three years.
- Number of years of service.

There is no guarantee that a request for new research space will be fulfilled. The Chair, in consultation with the College and the Department leadership, will assess the department's current and future space needs and the available space to inform decisions of new space assignment. Every effort will be made to fulfill such requests in a prompt manner.

2.2 Emeritus Faculty Members

Emeritus faculty may be allowed to continue research in the spaces they were assigned prior to retirement. Such decisions will be made by the Chair, in consultation with the leadership team, on a case-by-case basis based on the faculty member's research activity and student advising record at the time of retirement. Space occupied by emeritus faculty is also subject to the review process described in Section 2.1. No new space will be assigned to an emeritus faculty member.