Pattern of Administration (POA) for The Ohio State University College of Engineering

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I Introduction

This document describes the organizational structure, policies and procedures as they relate to the governance of the College of Engineering and Knowlton School of Architecture. It supplements the Rules of the University Faculty, and other policies and procedures of the university to which the College and its Faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

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

II College Mission and Vision

Mission: We seek to develop solutions to important global problems through our discovery and innovation and to prepare leaders in engineering and architecture through our education and outreach programs to enhance economic competitiveness regionally, nationally, and globally.

Vision: We aspire to be the leader in discovery, innovation, and education in engineering and architecture among public land grant universities, recognizing that diversity, equity, and inclusion are essential components of our excellence.

III Academic Rights and Responsibilities

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

IV Faculty

A Faculty Appointments

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. The college faculty comprises:

1. Tenure-track faculty with titles of instructor, assistant professor, associate professor, or professor.

2. Practice faculty with titles of professional practice assistant professor, professional practice associate professor, and professional practice professor. In accordance with Rules of the University Faculty (Faculty Rule 3335-7-03), practice faculty can comprise no more than 20% of the combined tenure-track, practice and research faculty membership.

3. Research faculty with titles of research assistant professor, research associate professor, or research professor; research faculty can comprise no more than 20% of the tenure-track faculty;
4. Associated Faculty to include:
   a. Adjunct titles, lecturer titles, and visiting titles;
   b. Those on less than a 50% appointment to the university.

5. Emeritus Faculty: Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule 3335-5-36. Full-time tenure track, practice, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. See the college Appointments, Promotion, and Tenure Document for additional detail. Emeritus faculty in the college are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Faculty roles and responsibilities are defined by each TIU in accordance with university rules. Members of the faculty are expected to contribute to the instructional, funded research, scholarship, outreach, and administrative missions and roles of the college as appropriate. It is neither expected nor considered desirable for all faculty members to make equivalent contributions to each of these missions. Faculty assignments are described in the initial letter of offer and updated during the annual review process based on TIU needs as well as faculty productivity and career development.

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

B Voting Rights

Faculty members with a 50% or more compensated appointment, whose TIU is in the college, and who hold an appointment as tenure-track faculty, practice faculty, research faculty shall have a full vote at college faculty meetings and in faculty elections. Persons with associated titles and with a 50% or more compensated appointment are permitted to participate in college and academic unit governance unless restricted by a vote of at least a majority of its tenure-track, practice and research faculty in the unit where their primary appointment resides.

Only tenure-track faculty may participate in discussions of tenure-track, practice, and research faculty matters, including promotion and tenure reviews.

Practice faculty may participate in discussions of and votes on practice faculty matters, including promotion reviews.

Research faculty may participate in discussions of and votes on research faculty matters including promotion reviews.

Associated and emeritus faculty may not participate in discussion of or votes on personnel matters.
As defined by Faculty Rule 3335-7-11, tenure-track and practice faculty may be nominated and may serve if elected on the University Senate as a representative of the college.

C Special Circumstances

Because it is an adjunct TIU in the College of Engineering, college faculty members from the Department of Food, Agricultural and Biological Engineering shall have voting rights on all matters before the College except those concerned with the organization of the College, for example, its departmental structure.

Only faculty members of the Austin E. Knowlton School of Architecture shall vote on recommendations of recipients of tagged degrees and supporting course and curricular proposals.

D Distinguished Professor

Distinguished faculty members within the College of Engineering and Knowlton School of Architecture may be awarded the title College of Engineering Distinguished Professor or Knowlton School of Architecture Distinguished Professor as appropriate in recognition of excellence in teaching, scholarship, and service, aligned with the purpose of an endowed position, as outlined in Appendix F.

Criteria for consideration of this honorific include:
- Rank of professor
- A minimum of five years’ service in the college
- Excellence in teaching, scholarship, and service aligned with criteria for an endowed position as outlined in Appendix F.

This appointment includes annual discretionary funding and holders will submit annual reports as outlined for endowed positions in Appendix F. This honorific is limited to no more than 10% of the professors in the College. The Dean will solicit nominations from department chairs who may submit a nomination letter outlining the key achievements of the faculty member, along with a copy of the faculty member’s vita. The Dean will review the nominations and select a candidate to receive the honorific. Reappointment is possible based on successful performance and the recommendation of the Dean.

E Innovation Scholar

Tenure track Associate Professors within the College of Engineering and Knowlton School of Architecture may be awarded the title College of Engineering Innovation Scholar or Knowlton School of Architecture Innovation Scholar as appropriate in recognition of excellence in teaching, scholarship, and service and is aimed at the retention or recruitment of tenure track associate professors in key areas of strategic importance to the college.

Appointment as an Innovation Scholar is based upon:
• Rank at the associate professor level
• National and international recognition of the highest level of intellectual leadership, excellence and performance in research, teaching and professional service.

This appointment includes annual discretionary funding and holders will submit annual reports as outlined for endowed positions in Appendix F. This honorific is limited to no more than 10% of the associate professors in the College. The Dean will solicit nominations from department chairs who may submit a nomination letter outlining the key achievements of the faculty member, along with a copy of the faculty member’s vita. The Dean will review the nominations and select a candidate to receive the honorific. The term of appointment is 5 years. Reappointment is not allowed.

**F Distinguished Assistant Professor of Engineering Inclusive Excellence**

Distinguished tenure track assistant professor faculty within the College of Engineering and Knowlton School of Architecture may be awarded the title College of Engineering Distinguished Inclusive Excellence Assistant Professor or Knowlton School of Architecture Distinguished Inclusive Excellence Assistant Professor as appropriate in recognition of potential excellence in fostering inclusive excellence in teaching, scholarship, and service.

Appointment as a Distinguished Inclusive Excellence Assistant Professor is based upon expectation of continued engagement in scholarship focused on inclusive excellence in engineering and allied fields within the COE or Knowlton School and is aimed at the retention or recruitment of tenure track assistant professors in key areas of strategic importance to the college.

This appointment includes annual discretionary funding and holders will submit annual reports as outlined for endowed positions in Appendix F. This honorific is limited to no more than 5 assistant professors in the College. The Dean will select awardees who are being recruited or being retained in the College Engineering or the Knowlton School based upon a nomination from TIU Heads who may submit a nomination letter outlining the key achievements of the faculty member, along with a copy of the faculty member’s vita. The Dean will review the nominations and select a candidate to receive the honorific. The term of appointment is 5 years or until tenure, whichever is shorter. Reappointment is not allowed.

**G Innovation Scholar (TIU level)**

TIUs within the College of Engineering may include in their POAs an honorific aimed at the retention of tenure track associate professors as appropriate in recognition of excellence in teaching, scholarship, and service. TIU’s may award the title of “TIU NAME” Innovation Scholar. Appointment as a “TIU NAME” Innovation Scholar is based upon expectation of continued engagement in scholarship focused on inclusive excellence in within each TIU and is aimed at the retention or recruitment of tenure track assistant professors in key areas of strategic importance to the TIU. The designation is limited to a minimum of 2 or up to a maximum 5% of the total number of faculty in the unit. The term of appointment is 5 years. Reappointment is not allowed.
H Distinguished Assistant Professor of Inclusive Excellence (TIU level)

TIUs within the College of Engineering may include in their POAs guidelines for the creation of honorific professorships aimed at the retention or recruitment of tenure track assistant professors as appropriate in recognition of potential excellence in fostering inclusive excellence in teaching, scholarship, and service. TIU’s may award the title of “TIU NAME” Distinguished Inclusive Excellence Assistant Professor. Appointment as a “TIU NAME” Distinguished Inclusive Excellence Assistant Professor is based upon expectation of continued engagement in scholarship focused on inclusive excellence in within each TIU and is aimed at the retention or recruitment of tenure track assistant professors in key areas of strategic importance to the TIU. The designation is limited to a minimum of 2 or up to a maximum 5% of the total number of faculty in the unit. The term of appointment is 5 years or until tenure, whichever is shorter. Reappointment is not allowed.

V Organization of the College

The College is organized into the following school and departments, which are Tenure Initiating Units (TIUs):

- Biomedical Engineering (BME);
- William G. Lowrie Department of Chemical and Biomolecular Engineering (CBE);
- Civil, Environmental, and Geodetic Engineering (CEGE);
- Computer Science and Engineering (CSE);
- Electrical and Computer Engineering (ECE);
- Engineering Education (EED);
- Integrated Systems Engineering (ISE);
- Materials Science and Engineering (MSE);
- Mechanical and Aerospace Engineering (MAE); and
- The Austin E. Knowlton School of Architecture (KSA).

The Department of Food, Agricultural and Biological Engineering (FABE) in the College of Food, Agricultural, and Environmental Sciences is an adjunct department in the College of Engineering.

VI Overview of College Administration and Decision-Making

The College operates on the premise that all faculty members, staff and students have unique talents and skills that contribute to the pursuit of excellence, and the opinions of all are valued. While deliberation and decision-making may occur in different ways based on the nature of the issue or action, consensus is the preferred vehicle as often as possible. Decisions are made by the College faculty as a whole, by standing or ad hoc committees of the College, or by the Dean with the nature and importance of any specific matter determining how the issue is to be addressed. College governance proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Open discussions of formal and informal nature are encouraged and constitute the primary means of reaching consensus on decisions of central importance.
VII College Administration

A Dean

The primary responsibilities of the dean are set forth in Faculty Rule 3335-3-29. This rule requires the dean 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 dean to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

Other responsibilities of the dean, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- To preside at meetings of the college faculty and to appoint all college committees unless their membership has been designated by faculty rule or by the college faculty.
- To approve courses of study for students in his or her college, to warn students who are delinquent in their studies and to recommend appropriate student disciplinary action to the appropriate university disciplinary body or official.
- To present candidates for degrees to the president on behalf of the college faculty and to serve as a member of the Council of Deans (see Rule 3335-3-22 of the Administrative Code).
- After consultation with the TIU heads within the college, to make recommendations to the executive vice president and provost concerning the college budget, the appointments to and promotions within the membership of the college faculty.
- To review salary appeals and other faculty issues in a professional and timely manner.
- To facilitate and participate in prescribed academic program review processes, in collaboration with the Office of Academic Affairs and TIU heads.
- To appoint and review TIU heads:

  1) TIU heads shall be selected and appointed by the dean, in consultation with the faculty of the TIU and subject to approval by the president and the Board of Trustees. Each TIU head shall be appointed for a term of four years and shall be eligible for reappointment. TIU heads will be reviewed annually by the dean.

  2) During the last year of the term of a TIU head, the dean will conduct a thorough review of the performance of the TIU head during her or his term, ascertain whether or not the TIU head desires to serve another term, and assess the level of support in the TIU for the TIU head’s continuation. If the TIU head agrees to serve another term and his or her performance review is satisfactory, the dean will consider feedback from the unit and then choose whether to reappoint the TIU head to another term.

  3) If a new TIU head is to be selected, the dean will meet with the faculty of the TIU to discuss the selection of a new head. After that meeting, the dean, in consultation with the TIU, will form a search advisory committee. The
committee will include at least one member from a unit outside the TIU. The
dean will appoint a chair from the members of the committee.

4) The decision to hire an internal or external chair will be made by the dean after
input from the TIU is considered.

5) The search advisory committee, working with the unit and the College, will
identify candidates for the TIU head position. It is expected that faculty,
students, and staff will be involved in the selection process.

6) For external searches for a TIU head, normal faculty search procedures will be
followed.

7) After the selection procedure has been conducted, the search advisory
committee will provide the dean with a list of potential TIU head candidates, an
evaluation of the candidates by the search advisory committee, and a sense of
the degree of overall support by the TIU for each candidate. The list of
candidates must be unranked. The dean will appoint a TIU head, taking into
consideration the recommendations made by the search advisory committee and
input received from the TIU.

The Dean shall appoint, pursuant to University Rules, a Secretary of the College and such
Associate and Assistant Deans and other administrative officers as are needed to carry out the
programs of the College. In matters of business, finance, human resources and other areas, the
Dean shall seek the advice of Executive College Staff members whose expertise pertains to the
particular matter at hand. The Dean shall fully consider such advice in advance of any decision
or action. To promote efficiency and expediency, college-level, day-to-day decision-making and
approval authority may be delegated to the Associate and Assistant Deans, and the College
Executive Staff at the discretion of the Dean, but the Dean retains final responsibility and
authority for all matters covered by the Pattern, subject when relevant to the approval of the
Office of Academic Affairs and Board of Trustees. At least annually, a roster of the
administrative personnel within the Office of the Dean shall be provided to all Faculty. At least
annually, the Dean will address the Faculty of the College to present academic and strategic
initiatives, budget and budgetary trends, and to recommend new or modified policies for carrying
out the mission of the College.

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

The College shall have the following Associate Deans, Assistant Deans and Executive Staff. In the execution of their responsibilities, the individuals in these positions are accountable to the Dean of the College of Engineering. Accountability to the Dean does not abrogate, but supports, any responsibility or accountability to other offices or officers of the University as may be designated or apparent for particular duties or functions.

Chief of Staff: When delegated by the Dean, is responsible for the administration, operational success and effectiveness of the College. Chief of Staff provides leadership, coordination, development, and execution of strategic initiatives across constituencies in the college and university. This role executes key strategic priorities and initiatives by exploring, identifying, and evaluating comprehensive information and data to provide guidance, advice, and assistance on a range of issues. This position supervises staff in operational roles at the college. Responsible for ensuring compliance with university, state and federal regulations in all financial and human resources activities. Works in partnership with the Associate Deans, the Chief Administrative Officer and the Chief Diversity Officer on the allocation of resources for departments, faculty and college operations.

Chief Administrative Officer: Responsible for and has oversight of budgeting, strategic financial and resource planning, and shared services procurement operations for the college. Provides leadership and management for the development and implementation of the annual college budget and long-term projections and forecasts for college wide strategic initiatives, manages and directs the allocation of financial resources in the college, ensures the college budget aligns with and supports the college strategic plan, and directs the allocation of human capital resources in the college. Responsible for high quality, accurate, timely and insight-driven financial analyses and reporting. Serves as principal advisor to the Dean and college leadership on all financial and resource allocation initiatives. Works directly with associate and assistant deans and academic unit heads to ensure financial stability in all areas. Works in partnership with University offices including the Office of Academic Affairs (OAA) and the Office of Business and Finance (B&F) on all finance and budget matters, as well as Internal Audit, Legal Affairs, Office of Compliance and Integrity, Office of Human Resources, and Office of Research. Reports to B&F and OAA on the ongoing financial condition of the college. Responsible for ensuring compliance with university, state and federal regulations in all financial activities.

Senior Associate Dean: Responsible for the coordination and implementation of college strategy. Acts on behalf of and represents the Dean on college and university issues as designated by the Dean. Represents the Dean and the college on selected internal and external committees and organizations. Responsible for implementing selected large-scale initiatives in the college strategic plan crossing academic and research areas. Integrates diversity and inclusion in all aspects of areas of responsibility. Collaborates with the Chief of Staff and Chief Administrative Officer to implement long range financial strategy in support of the college strategic plan.

Associate Dean for Faculty Affairs: Responsible for strategic recruitment, retention and advancement of faculty and assists with review of faculty conduct. The Associate Dean of Faculty Affairs will serve as the Secretary of the College and is the College’s liaison with the Office of Academic Affairs. Integrates diversity and inclusion in all areas of faculty affairs.
Associate Dean for Research: Responsible for planning, development, and administration of the College research enterprise; promotes externally sponsored research; facilitates establishment of externally funded research centers; oversees the Engineering Research Operations and other auxiliary operations as designated.

Associate Dean for Academic Programs and Student Services: Responsible for undergraduate curriculum, student recruitment and retention, scholarships/financial aid, enrollment management, graduation certification, undeclared student advising, orientation, Engineering Career Services, Dean’s List, student awards, and student organizations.

Associate Dean for Facilities and Planning: Provides administrative oversight, planning, prioritization and coordination to capital projects, renovation projects and physical space management in the college.

Associate Dean of Graduate Programs: Responsible for all college-level initiatives supporting graduate programs and graduate students. Partners with the units and the College Diversity and Outreach office to ensure recruitment of a diverse graduate student population. Serves as the liaison to between internal and external entities on matters affecting graduate studies, and as an ex officio member and Chair of the College’s Graduate Studies Chair Committee and the Graduate Program Coordinators Committee.

Chief Information Officer: Responsible for College information technology (IT) infrastructure and works in partnership with other university and external systems to support the teaching, research and administration needs of the College. Determines long-term College IT needs and develops strategy for systems development, acquisition and integration. Represents the College’s IT interests to the University Office of the Chief Information Officer and other external organizations.

Chief Diversity Officer and Assistant Dean for Diversity, Outreach, and Inclusion: Responsible for leading college-wide diversity and inclusion initiatives, the Office of Diversity, Outreach and Inclusion and its respective programs. Leads efforts to partner and collaborate with internal and external constituents and stakeholders to advance diversity and inclusion for students, faculty, staff, and alumni in the College, in academic and career preparation programs and in the engineering field, across the university and in the broader community.

Assistant Dean for Curriculum and Assessment: Responsible for college level activities dealing with curriculum and assessment, academic actions, student projects and organizations, international programs, and advising departments in these areas. Serves as secretary for College Committee on Academic Affairs (CCAA).

Assistant Dean for Teaching and Learning: Responsible for efforts related to teaching, learning, learning outcomes assessment, student advising and faculty development. Collaborates with Associate Dean for Faculty Affairs in faculty development in teaching and learning.
Assistant Dean for Faculty Affairs and Recruitment: Responsible for efforts related to faculty recruitment, onboarding, and retention.

Director of Professional & Distance Education Programs: Provides administrative oversight, planning, prioritization and coordination of professional programs and short courses, on-line degree programs, and customized education programs in engineering and architecture.

C Committees

The development and implementation of College policies and programs are carried out by standing and ad hoc committees. The Dean is an ex officio member of all College committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee. The existing College Committees and the procedures for establishing and reviewing College Committees are described in Appendix A.

D Centers

College Centers may be established to support the research and educational mission of the College. The procedures for establishing, reviewing and abolishing College Centers are described in Appendix B.

VIII Faculty Meetings

The College accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally, Faculty meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert’s Rules of Order will be invoked when more formality is needed to serve these goals. Meetings shall be open to all persons except where compelling reasons require otherwise.

A Membership of Faculty

Except as otherwise determined in accordance with the Rules of the University Faculty, the College Faculty shall be constituted as follows: members of the University Faculty, including practice, research, and tenure-track, holding a salaried regular appointment, or having emeritus status, in the College or in a TIU of the College; University administrators who are members of the University Faculty and hold an appointment in a TIU of the College; members of the Faculty of the Department of Food, Agricultural and Biological Engineering who have been certified by the Chair of the Department to the Secretary of the College as participating in resident instruction for the academic year in programs leading to a degree administered by the College. Modified voting rights for the faculty of Food Agriculture and Biological Engineering and the Knowlton School of Architecture are described in Section IV Faculty under the subsection entitled “Special Circumstances”.
The Dean may annually appoint other University Faculty members who play active or supportive roles in the programs of the College as Associate Members of the Faculty of the College in nonsalaried joint appointments. Associate Members shall not have voting rights.

B Rosters

On or about October 1st of each year, the Secretary of the College shall distribute to each faculty member official lists showing those holding voting rights in each TiU and in the College.

C Regular Meetings

Regular Meetings: The Faculty shall meet upon the call of the Dean but at least once per year.

Special Meetings: The Secretary of the College shall promptly schedule a special meeting when requested by the College Committee on Academic Affairs, by a majority of the faculty of any department, or by a minimum of twenty-five faculty members by signed petition.

Quorum: Thirty members of the Faculty each having power to vote on a matter shall constitute a quorum as to that matter.

Announcement and Agenda: The Secretary of the College shall give reasonable notice of each meeting to members of the Faculty. The Secretary shall also distribute a proposed agenda for each meeting, at least one week in advance of the meeting when practicable, to members of the Faculty.

Ballots: Either the Dean or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular motion is supported by at least a majority of all faculty members eligible to vote. Balloting may be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given one week to respond. If a motion fails to receive a vote due to lack of quorum, then the dean at his or her discretion may act to adopt or reject the motion on behalf of the faculty; for the dean to invoke such action, the meeting must have been scheduled during business hours of a day on which Autumn or Spring semester classes are in session, and the motion must have been distributed to the faculty, together with an agenda and notice of the faculty meeting, at least one week prior to the meeting. Additionally, when a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any motion, the Dean will necessarily make the final decision.

Appeals: Any vote of the assembled Faculty at a meeting shall be subject to appeal by a ballot of the entire Faculty with voting rights as to that matter either upon request by twenty-five percent of the faculty members present at the meeting at which the vote is taken, or upon written petition addressed to the Secretary of the College by twenty-five faculty members, such petition being received at the administrative offices of the College within seven days of the time the vote is
taken. Ballots shall be distributed by the Associate Dean for Faculty Affairs, who is the Secretary of the College with the Committee on Academic Affairs acting as tellers.

Minutes: Minutes of each meeting of the Faculty shall be prepared and preserved by the Secretary of the College as a record of the proceedings of the College. A copy of the minutes shall be distributed to each faculty member as soon as it is practicable.

Presiding Officer: Regular and special meetings of the Faculty shall be presided over by the Dean. In the absence of the Dean or at the request of the Dean, the Associate Dean for Faculty Affairs who is the Secretary of the Faculty shall preside.

Special policies pertain to voting on personnel matters, and these are set forth in the college's Appointments, Promotion and Tenure Document.

IX. Distribution of Faculty Duties and Responsibilities

The faculty of the College of Engineering consists of individuals whose appointments and responsibilities vary considerably. Depending on their appointment, college faculty members’ responsibilities may include teaching, research, outreach and engagement, and/or service. The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed and adjusted as part of the annual review by the TIU head based on TIU needs as well as faculty productivity and career development.

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

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

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

Depending on their appointment, faculty in the college have a role in fulfilling the three-fold mission of the College and the University: teaching, scholarship and service.

1 Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university’s mission via teaching, scholarship, and service. When a faculty member’s contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected.

Teaching

All tenure-track faculty members are expected to contribute to teaching in the TIU, including large enrollment and specialized courses in both the undergraduate and graduate curricula. The standard teaching assignment for full-time tenure-track faculty members is determined by a faculty member’s TIU. Faculty members are also expected to advise undergraduate and graduate students and to supervise independent studies and thesis and dissertation work.

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

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research may have a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research may have 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) may have a reduced teaching assignment.

TIUs are 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 TIU and its programs. All faculty members must perform some formal instruction and advising over the course of the academic year.

Scholarship

All tenure-track faculty members are expected to be engaged in discovery, scholarly and creative work, applied research, and/or the scholarship of pedagogy as defined in their TIU Appointments, Promotion, and Tenure Document. Faculty engaged in basic or applied research are expected to attract extramural funding that supports their efforts. Faculty members are also expected to seek appropriate opportunities to obtain patents and to engage in other commercial or entrepreneurial activities stemming from their research.

Service

Faculty members are expected to be engaged in service and outreach to the university, profession and community. Expectations are set by TIUs and can be adjusted depending on the nature of the assignment. All faculty members are expected to attend and to participate in
faculty meetings, faculty and student recruitment activities, and other TIU and College events.

2 Practice Faculty

Practice faculty members are expected to contribute to the university’s mission through teaching and service, and to a lesser extent through scholarship. Service expectations are similar to those for the tenure-track. All practice faculty are expected to contribute to the teaching of courses in the TIU, or to courses or instructional situations involving professional skills. The standard teaching assignment for full-time practice faculty members is five courses per academic year.

3 Research Faculty

Research faculty members are expected to contribute to the university’s mission through research. In accord with Faculty Rule 3335-7-34, a research faculty member may, but is not required to, participate in educational activities in the area of his or her expertise on a limited basis. 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. An exception to this rule is the mentoring of graduate students in research. It is expected that research faculty will oversee and mentor graduate students as appropriate in their research program. Research expectations are similar to those for the tenure-track, albeit proportionally greater since the majority of effort for faculty members on the research track is devoted to research. Specific expectations are spelled out in the letter of offer.

4 Associated Faculty

Compensated associated faculty members are expected to contribute to the university’s mission via teaching or research depending on the terms of their individual appointments. Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level. Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not normally required. The standard teaching assignment for full-time lecturers is to be specifically defined in the TIU governance documents and should be prescribed with the understanding that the University standard for a lecturer full-time teaching load is 8 courses per year.

B Guidelines on Teaching Assignments

Teaching loads in the college will be determined at the TIU level according to processes developed and approved by that unit. All tenured, tenure-track, and practice faculty are expected to contribute to their unit’s teaching, including large enrollment and specialized courses. Average teaching loads for faculty should be compatible with the appropriate benchmarks in peer universities. In order to achieve equitable workloads for all faculty, the teaching load for an individual faculty member will be adjusted appropriately in response to variations in research
and/or service activities. Additional guidelines with respect to faculty teaching load are found in
the Office of Academic Affairs Policies and Procedures Handbook, Volume 1, Chapter 2,
Sections 1.4.3 and 1.4.3.1.

C Special Assignments

Information on special assignments (SAs) is presented in the OAA Special Assignment Policy.
Faculty may request an SA, consistent with the TIU’s requirements for SA proposals. The TIU
head shall make a recommendation to the Dean regarding an SA proposal. Award of the SA 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.

D Guidelines for Determining FTE Exceptions to Faculty Appointments Policy

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

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

In all cases, units must provide evidence to justify requests to increase or decrease the credit-
hour to FTE equivalency beyond the university-wide ratio of one (1) 3-credit course to 0.25 FTE.

Activities that may warrant additional compensation include the following:

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

Circumstances that may warrant adjusting FTE

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

• Online course development

• Large enrollment courses

Note these lists are not exhaustive; they serve only as examples.

E Modification of Duties

The College of Engineering strives to be a family-friendly unit in its efforts to recruit and retain faculty members. To this end, the college is committed to adhering to its guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities associated with birth or adoption of a child, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee’s immediate family member is on covered active duty in a foreign country or call to covered active duty status. See Appendix C for details.

A faculty member requesting a modification of duties for childbirth/adoption/fostering and the TIU head should be creative and flexible in developing a solution that is fair to both the individual and the TIU while addressing the needs of the university. Expectations must be spelled out using the College of Engineering form that the faculty member, TIU head, and the Dean sign to indicate agreement.

Faculty may be eligible for additional leave under the Family Medical Leave Policy and/or the university’s paid parental leave guidelines as described in its Policy on Paid Leave Programs.

See also Parental Leave Policy in Section XII.

X Course Offerings and Teaching Schedule

Each TIU head will develop annually a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-16 will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.
XI Allocation of College Resources

The dean is responsible for the fiscal and academic health of the college and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of college goals. The dean will allocate resources in support of the mission of the college after consultation with the executive committee. However, final decisions on resource allocation rest with the dean.

The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.

XII Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook and Office of Human Resources Policies and Forms website. In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the Parental Care Guidebook).

A Discretionary Absence

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

B Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete a request for absence as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should inform the chair 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.

C Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45.
D  Faculty Professional Leave (FPL)

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves and supplemented in XIX Appendix D: College of Engineering Faculty Professional Leave Policy. The information provided below supplements these policies.

Requests for professional leave from eligible faculty members will be reviewed at the TIU level according to established procedures. The TIU head will submit the approved requests in rank order with recommendations to the Dean. Requests that reach the Dean will be reviewed by the College Faculty Professional Leave committee, as described in the appendix, that will rank them in priority order and submit them to the Dean with their recommendations for the Dean's submission to the Executive Vice President and Provost. Highest priority in the review process will be given to those applicants who have a positive record of achievement, service, and commitment to the University and can show the benefits of the requested leave to the continuing professional development and to the University. Specifically, the committee assesses applications based on: (1) the degree to which the proposed activity meets the stated objectives of the Professional Leave Program, which are: a) to enhance their teaching effectiveness, scholarly interests and overall performance. b) the University's academic programs can be strengthened and developed. (2) The degree to which the applicant's goals can realistically be achieved during the period requested. In the event that the number of qualified applicants exceeds the number of leaves available, applicants will be judged on quality of the proposal and elapsed time since any previous leave.

The application should follow the form provided by the Office of Academic Affairs. The application should provide the committee with (1) a clear indication of the activity to be undertaken during the leave, (2) insight into the motivation for the leave, and (3) the expected outputs and outcomes to be realized from the leave experience, and (4) Letters of invitation or support from sponsors of the planned leave activity.

E  Parental Leave

The university and this college recognize the importance of parental leave to faculty members. Details are provided in the OHR Parental Care Guidebook, Paid Time Off Program Policy 6.27, and the Family and Medical Leave Policy 6.05. To further support new parents, the college promotes the modification of duties as outlined in 0.

XIII  Supplemental Compensation and Paid External Consulting

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation. Information on paid external consulting is presented in the university’s Policy on Faculty Paid External Consulting. The information provided below supplements these policies.

This college adheres to these policies in every respect. In particular, the College of Engineering and the Knowlton School of Architecture expect faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking or engaging in other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the TIU head regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the
extent to which a faculty member is carrying out regular duties at an acceptable level, the extent
to which the extra income activity appears likely to interfere with regular duties, and the
academic value of the proposed consulting activity to the department. In addition, it is university
policy that faculty may not spend more than one business day per week on supplemental
compensation activities and external consulting combined.

Faculty with an administrative position (for example, chair, associate/assistant dean, center
director) remain subject to the Policy on Faculty Paid External Consulting 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 or her, such textbook or
material may be required for a course by the faculty member only if (1) the faculty member’s
TIU head and Dean or designee have approved the use of the textbook or material for the course
taught by the faculty member, or (2) an appropriate committee of the TIU or College reviews and
approves the use of the textbook or material for use in the course taught by the faculty member.

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

XIV Financial Conflicts of Interest

Information on faculty financial conflicts of interest is presented in the university’s Policy on
Faculty Financial Conflict of Interest. A conflict of interest exists if financial interests or other
opportunities for tangible personal benefit may exert a substantial and improper influence upon a
faculty member or administrator's professional judgment in exercising any university duty or
responsibility, including designing, conducting or reporting research.

Faculty members with external funding or otherwise required by university policy are required to
file conflict of interest screening forms annually and more often if prospective new activities
pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to
cooperate with university officials in the avoidance or management of potential conflicts will be
subject to disciplinary action.

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment
that arise in relation to consulting or other work done for external entities. Further information
about conflicts of commitment is included in section 0 above.

XV Grievance Procedures

Faculty or staff members who have a grievance with the college and its individual units should
first discuss the matter with their TIU head, who will review the matter as appropriate and
either seek resolution or explain why resolution is not possible. This section deals with
grievances that have proceeded from the TIU level to the college level. If the grievance
involves the TIU head or the TIU head is not the appropriate contact for some other reason, the
faculty or staff member should bring the matter to the attention of the Associate Dean of Faculty Affairs or the College of Engineering Human Resources Business Partner respectively. Complaints concerning those parties should be brought to the attention of the dean.

A 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.

In cases that cannot be resolved at the TIU level, a faculty member may file a salary grievance with the dean. The Salary Appeals Committee (see section 0) handles salary appeals according to procedures outlined in the OAA Policies and Procedures Handbook. Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Employee and Labor Relations in the Office of Human Resources.

B Faculty Promotion and Tenure Appeals

Promotion and tenure appeal procedures are set forth in Faculty Rule 3335-5-05.

C Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04. The Investigation Committee (see section 0) handles cases of faculty misconduct according to procedures outlined in the OAA Policies and Procedures Handbook.

D Harassment, Discrimination, and Sexual Misconduct

The Office of Institutional Equity 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 affirmative action and equal employment opportunity are set forth in the university’s policy on affirmative action and 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.

E Violations of Laws, Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the Office of University Compliance and Integrity. Concerns may also be registered anonymously through the Anonymous Reporting Line.
F Complaints by and about Students

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty members should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the TIU head, the head will first ascertain whether or not the matter requires confidentiality. If confidentiality is not required, the head will investigate the matter as fully and fairly as possible and provide a response to both the student(s) and faculty member affected. If confidentiality is required, the head 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. When grade grievances rise to the level of the college, those grievances are addressed in accordance with Faculty Rule 3335-8-23.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty members should seek the advice and assistance of the TIU head and others with appropriate knowledge of policies and procedures when problematic situations arise.

G Academic Misconduct

Faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct in accordance with the Code of Student Conduct. See also Board of Trustees Rule 3335-23-05.
XVI Appendix A: Overview of College Committees

A College Committee on Academic Affairs (CCAA)

1. Faculty Membership: One member shall represent each undergraduate degree-granting program, including the Department of Food, Agricultural and Biological Engineering, Center for Aviation Studies and the Engineering Physics Program; but excluding the Austin E. Knowlton School of Architecture. The Engineering Education Department, while not granting an undergraduate degree, will have one member. Each College Center offering an approved undergraduate degree program will be permitted to appoint a member. The term of membership shall be three years, such terms beginning at the start of autumn semester.

2. Each program through its representative, as defined in paragraph 1 above, shall have one vote on the committee. If a department wants only one vote, even when it has two or more degree granting programs within it, the department must declare as such at the beginning of the academic year. That department shall have one vote until the beginning of the next academic year, at which point the declaration must be made again.

3. Appointment of Members: Members shall be appointed by the chair or director of each concerned program as they are defined in paragraph 1 above.

4. Representation by Members: Each member is expected to become familiar with and advance before the Committee proposals originating in the program from which the member is selected. Each member also has the responsibility to act for the benefit of the College as a whole.

5. Officers: During each Spring semester, the Committee shall elect from its continuing members a Chair for the following year beginning at the start of autumn semester. The Associate Dean for Undergraduate Education and Student Services shall arrange for appointment of a Secretary of the Committee, usually the Assistant Dean for Curriculum and Assessment, with the right to discuss but without the right of vote.

6. Powers Delegated: Notwithstanding the separate powers of the Austin E. Knowlton School of Architecture, the Committee shall (a) certify at the end of each semester lists of students who have fulfilled the requirements for a degree or for whom special recommendation is made and recommend candidates for degrees to the Faculty membership of the University Senate and the Board of Trustees. The Committee may delegate this task or any portion of it to the Secretary of the Committee. (b) Review and approve or disapprove proposals for new courses and proposals for changes in courses and curricula which are recommended by departments or College Centers approved for such purposes, reporting its decisions directly to the departments or centers concerned and, subject to appeal as described in paragraph 10 below, to the University Council on Academic Affairs. The Committee may delegate to the Secretary of the Committee approval of minor changes to an existing course that do not reduce student access to the course. The Secretary will provide a monthly report of all such requests and approvals to CCAA.
7. Responsibility of Academic Policy: The Committee shall be responsible for making recommendations to the Faculty of the College concerning the educational and academic policies of the College. This shall include, but shall not be limited to, the responsibility to make recommendations concerning the establishment, alteration, and abolition of all curricula and courses offered by the College or any division thereof, of all degrees and certificates supervised by the College, of all departments, schools and divisions of the College, and of all College Centers authorized to offer for-credit courses or degree programs. In carrying out its activities under this paragraph, the Committee shall, when appropriate, utilize its counterpart committee in the Austin E. Knowlton School of Architecture.

8. Action of the Committee: No actions of the Committee other than degree certifications shall be effective until it appears in the form of an approved motion in the published minutes of the Committee.

9. Minutes: The Secretary of the Committee shall prepare minutes of Committee meetings and shall distribute them to each member of the Committee and to the chair of each department represented on the Committee.

10. Appeal: Any action of the Committee may be appealed to the Faculty of the College by twenty-five percent of the members of the Committee present at the meeting at which the vote is taken or upon written petition, addressed to the Secretary of the College, signed by twenty-five faculty members or by the majority of the faculty members of any department, such petitions being received at the administrative offices of the College within ten days after publication of the minutes containing a report of the action. The action being appealed shall be placed on the agenda, referred to in Section VIII of the College of Engineering’s POA, for the next regular or special meeting of the Faculty of the College.

B Promotion and Tenure Committee

1 In accordance with Faculty Rule 3335-6-04(C), the College of Engineering shall have a Promotion and Tenure Committee. The purposes of the College Promotion and Tenure Committee are:

a. To ensure that high standards of excellence are maintained in the college promotion and tenure process.

b. To serve as an advisory body to the Dean on matters concerning faculty promotion and/or tenure.

c. To determine whether TIUs have conducted a rigorous promotion and/or tenure review and reached a recommendation consistent with College and TIU policies, procedures, practices, and standards.
d. To determine where the weight of the evidence lies in promotion and/or tenure cases in which there is not a clear or consistent recommendation from the review conducted in the TIU.

e. If requested by the Dean or the Dean’s designee, to review TIU Appointments, Promotion and Tenure documents and recommend to the Dean that the document submitted to the Dean for approval be: (1) approved and forwarded to the Office of Academic Affairs, or (2) returned to the TIU with changes recommended.

f. To review proposed changes to the College’s Appointments, Promotion and Tenure document, and recommend to the Dean that the proposed changes be (a) approved and forwarded to the Office of Academic Affairs, (b) not approved, or (c) revised.

2 Membership

Membership consists of at least twelve tenure track faculty at the rank of Professor appointed by the Dean, each serving a three-year term. Up to an additional two senior members from the practice faculty may be appointed by the Dean, each serving a three-year term, to assess practice faculty candidates only. Up to an additional two senior members from the research faculty may be appointed by the Dean, each serving a three-year term, to assess research faculty candidates only. Practice or research faculty cannot participate or vote on promotion and tenure matters of tenure track faculty. Membership shall be rotated to ensure fair and balanced participation among the TIUs. For the purpose of establishing committee membership, the Sections in The Knowlton School of Architecture shall be treated as TIUs so that the Knowlton School may nominate a member each year and an alternate to facilitate equitable assessment of the School’s unique disciplines. Committee members from any one section need not automatically recuse themselves from assessment of candidates originating from the other sections. Each year, eight tenure track faculty members will remain on the P&T Committee for the following year. One of these shall be appointed by the Dean in spring to serve as P&T Committee Chair the following year. New appointments will be made in spring to commence the following year.

3 Recommendations

Committee recommendations to the Dean shall be in writing and report the vote of the Committee on the particular matter deliberated by the Committee.

C Investigations Committee

In accordance with Faculty Rule 3335-5-04, the Dean will convene a grievance committee to review and recommend to the Dean disposition of an appeal, or referral by department chairs or school directors, of a complaint against tenured/tenure-track, professional practice, research or associated faculty members. Each investigations committee comprises three persons, each of whom is a tenured faculty member, selected by the Dean from among those College units not party to the complaint. The committee may select from among its members a chair.

The Investigations Committee follows the investigations process established in Faculty Rule 3335-5-04.
D Faculty Salary Appeals Committee

In accordance with Office of Academic Affairs requirements, the College of Engineering shall have a Faculty Salary Appeals Committee. The Faculty Salary Appeals Committee is an ad-hoc committee. The Dean will convene a Faculty Salary Appeals committee to review faculty salary appeals that cannot be settled at the department level, and to make recommendations to the Dean concerning the disposition of such cases. A Faculty Salary Appeals committee comprises three persons, each of whom is a TIU Head, selected by the Dean from among those College units not party to the appeal. A TIU head whose salary decision is being appealed does not serve on the committee. The committee may select from among its members a chair when the committee is convened to hear an appeal.

E Executive Committee

The Executive Committee is responsible for the administrative leadership of the College, and the execution of its strategic plan and all pertinent policies and procedures. The Executive Committee is chaired by the Dean, and includes all Associate Deans, Knowlton School Director, and Department Chairs within the College. Other members may be added at the discretion of the Dean.

F Engineering Staff Advisory (ESA) Committee

The ESA Committee shall advise the Dean on matters concerning the college staff. It is comprised of 11 members. Members of the committee and its chair are appointed for two-year terms by the Dean, and will include representation from staff throughout the College and the COE Human Resources Director. The Committee will select a rotating chair.

G Faculty Professional Leave (FPL) Committee

The FPL Committee shall advise the Dean on applications for FPL. It is comprised of seven members at the rank of Associate Professor and/or Professor appointed for two-year terms by the Dean. The Associate Dean of Faculty Affairs shall serve as the committee chair.

H Research Committee

The Research Committee shall advise the Dean on matters concerning the College’s research strategy, programs, and research centers. The Research Committee is chaired by the Associate Dean for Research, and includes directors of major college research centers and other faculty members, as invited by the Associate Dean for Research, so as to provide representation across the College.

I Other Committees

The Dean, the Faculty of the College, or the College Committee on Academic Affairs may each establish or abolish additional committees and subcommittees. The individual or group that establishes a committee or subcommittee has the primary responsibility to abolish it when it is no longer needed. Ordinarily such committees and subcommittees should be established with a specific charge and for a limited period of existence, but some will be standing committees, or
standing subcommittees of the Committee on Academic Affairs. Faculty members of the
standing subcommittees of the Committee on Academic Affairs shall be appointed by the Dean.
At least one member of each standing subcommittee of the College Committee on Academic
Affairs should also be a member of the College Committee on Academic Affairs. Annually, the
Secretary of the College shall distribute to each faculty member the membership of each standing
committee and of each standing subcommittee of the Committee on Academic Affairs.

J  Student Participation on College of Engineering Committees

1 Policy: It is the policy of the Faculty that students serve on committees of the College
except where student input would not substantially enhance the effectiveness of the
committee, where the business of the committee has insubstantial effect on student
interests, or where compelling reasons require exclusion. Appointments of students to
committees should be made only after consultation with representatives of appropriate
student organizations. Student committee members are voting members.

2 Lists of Interested Students: The Associate Dean for Academic Programs and Student
Services shall at least annually make known to the students associated with the College,
including students in graduate and advanced professional degree programs, opportunities
for participation in the committee work of the College. The Associate Dean shall devise
convenient means for students to indicate their interest in such participation and shall,
from time-to-time, compile lists of those who have done so. All student appointments to
committees shall be made from these lists, each student first having been informed of the
nature of the committee and the normal workload associated with membership.

3 Committee on Academic Affairs: The lists referred to in paragraph XVIA.6 of this POA
document shall be made available to the Chair of the Committee on Academic Affairs
who shall appoint from the lists one undergraduate student and one graduate student to
the Committee for terms of office not to exceed one year. Unless otherwise determined
by the Committee, at least one student shall serve on each of its subcommittees. These
student members of the subcommittees, who need not be members of the Committee,
shall be appointed in the same manner by the Chair of the Committee on Academic
Affairs for terms not to exceed one year. Student members of the Committee on
Academic Affairs or its subcommittees shall not participate in matters referred to in
paragraph XVI.A.6 of this appendix.
Appendix B: Establishment and Review of College Centers

Faculty Rule 3335-3-36, “Center Establishment” contains the rules governing establishment, review and abolition of college centers. College of Engineering centers (hereinafter “College Centers”) will be established and reviewed consistent with this Rule.

A Purpose

College Centers facilitate impactful, high-quality multidisciplinary research and education by aggregating faculty, students and staff across multiple departments.

B Definition

A College Center is a unit within the College engaged in research, instruction, and/or outreach and engagement. A center is generally defined as an organized group of faculty and research staff that has come together to address an interdisciplinary research and educational mission. A College Center will typically have a substantial research/scholarship component to its mission, and this research should be interdisciplinary in nature, involving faculty members and graduate students from two or more academic units within the college.

College Centers will generally not offer for-credit courses or degree programs, but such offering may be allowed in certain cases. If the center proposes to offer for-credit or degree programs, the proposal must also be reviewed by the College Committee on Academic Affairs, and will require approval by both the College faculty and the Council on Academic Affairs (see Faculty Rule 3335-3-36). Prior to review by the College faculty, the College Committee on Academic Affairs shall review and make a recommendation on such courses or degree programs.

Each Center will have a Director who reports to the Dean of the College of Engineering. The Dean may appoint one or more associate deans to manage the formation, review, and oversight of the Center.

The College will use the word ‘Center’ for multidisciplinary college centers (those that involve faculty and students from different departments primarily within the College of Engineering). The College prefers that university-level centers (those that involve faculty and students from departments in different colleges and with significant activities across colleges) be termed ‘Institutes.” Guidelines for establishment and review of college and university centers are found in Faculty Rule 3335-3-36.

C Procedure for Establishment of a College Center.

Prospective centers wishing to formally establish in the College of Engineering should consult with the Associate Dean for Research for guidance on center establishment. The establishment of the center is formally initiated by submission of a proposal package, prepared by the proposed Director and proposed oversight committee, that includes:

(a) Cover letter, describing the goals of the center, outlining its mission and scope, providing
a high-level overview of the research plan and business plan, and recommending an initial Director and initial Faculty Advisory Committee. The cover letter should state whether the proposed center is a college-level or university-level center.

(b) Draft Pattern of Administration (POA) including details about the goals, mission, scope, history, research plan, affiliated faculty, governance, and organizational structure, staff, 5-year budget and financial projections, space and facilities (including major equipment), and, performance metrics.

(c) Proposed budget and financial projections.

(d) Supporting document providing detail to back up the POA, including CV’s of Center leadership, affiliated faculty and FAC nominees; budget; evaluation criteria; and any history of collaboration.

Templates of the POA and Supporting Document can be obtained from the Associate Dean for Research. The research plan should describe the goals for conducting impactful, high-quality research and how those research objectives will be achieved. The budget discussion and financial plan should include all expected sources and uses of both internal and external funds for a period of at least the first three years of operation, and should justify the likelihood for success.

Submit the center proposal documentation to the Associate Dean for Research (ADR). The ADR will, in consultation with the Dean and the College Research Committee, recommend whether the center will be a College Center. The center will be designated a College Center following the completion of and favorable review by the Associate Dean of Research (ADR) or a committee designated by the ADR. The review should take place within three months after the application is submitted. Once approved, the center will be assigned an organization number within the College that will be used to include the center in the College’s budget process. The ADR will notify the Office of Academic Affairs of any approved College center.

D Procedure for Establishment of a University Center or Institute.

If the center wishes to be designated as a university center, a proposal to establish an academic center must be submitted to the Council on Academic Affairs (CAA). The Associate Dean for Research in the College of Engineering should be consulted early in the process to ensure time for appropriate evaluation and endorsement by the College. Faculty Rule 3335-3-36 details the process for preparing a university-level center establishment proposal. The completed proposal, including endorsement letters from relevant department chairs and school directors, should be submitted to the Associate Dean for Research. The ADR will evaluate the proposal in consultation with the Dean and the College Research Committee as needed. The review should take place within three months after the application is submitted. Upon favorable review, the Dean will provide a letter of support to be included in the proposal package that is submitted to CAA.

E Appointment of College Center Directors

The Center Director shall be the administrative head of a College center and represents the members of the center to the Dean or others in the university administration. The director is responsible for leading the center in developing and maintaining a robust, high-quality program. The Director will have general administrative responsibility for the Center, subject to the
approval of the Dean. The director is appointed by the Dean, and appointments are generally for a period of four years. A director shall be eligible for reappointment. The Center Director reports to the Dean, or an Associate Dean if so directed by the Dean.

F Reporting and Review of College Centers

Each college center shall prepare and submit an annual report on the Center’s activities during the previous year, following the annual report template provided by the Associate Dean for Research. The report should describe the major activities of the Center during the previous year, and shall include a financial analysis and budget for the coming year. The report shall also provide an analysis of the Center’s activities with respect to its performance review criteria.

Each college center will undergo a formal review three years after initial establishment and at five year intervals thereafter. The review of centers will be conducted by the College Research Committee; if the center offers courses or degree programs, it will be reviewed by a committee formed from members of both the College Research Committee and the College Committee on Academic Affairs, as appointed by the Dean. The evaluating committee may, at its discretion, appoint ad hoc committees (including faculty with expertise in the relevant subject area, and usually also including administrators) to supervise the review process outlined below.

The center will prepare a self-study document that contains:
- A summary statement describing the purpose of the center and its scope of activities.
- A comprehensive self study that provides information regarding its mission, faculty, administrative structure, budget, and evaluative criteria and benchmarks, as outlined in Faculty Rule 3335-3-36.

Upon receipt of the self-study, the evaluating committee will discuss and assess the self-study with a focus on:
- relevance of the mission with respect to the College’s strategic priorities
- effectiveness of the center’s administration and leadership
- performance of the center relative to the center’s stated evaluation criteria
- appropriateness of the budget and the continued financial viability
- effectiveness of its use of space and facilities.

The committee will meet with the director, oversight committee, and administrative staff as appropriate to discuss the self-study. The committee may also consult with stakeholders or external center advisory committee members, as appropriate.

Based on the review, the evaluating committee will provide a report to the Associate Dean for Research. The report should evaluate the center’s performance with respect to the focus points above, and make recommendations about the center’s mission, operation, financing, and facilities. The report should also make an overall recommendation to either (a) renew the center, (b) conditionally renew the center with a follow-up review in 1-2 years, or (c) dissolve the center.
G  Change of Status of College Centers

Any change of a College center’s status will be reported to the Office of Academic Affairs by the Associate Dean for Research.
Appendix C: Policy on Modification of Duties

The College of Engineering at The Ohio State University is committed to providing a work environment that is healthy, supportive and considerate of employee work and personal life obligations. The Policy on Modification of Duties is intended to assist faculty with better integration of their professional and personal lives to help faculty feel more productive, engaged, and satisfied in their work environment.

The University provides specific leave benefits under the Paid Time Off Policy 6.27 in conjunction with the Family and Medical Leave (FML) Policy 6.05 for serious health condition of the employee, that prevents the employee from performing his or her job, birth or adoption of a child, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee’s immediate family member is on covered active duty in a foreign country or call to covered active duty status.

The College of Engineering Policy on Modification of Duties provides further assistance to faculty to manage their workload and is not subject to the 12-month minimum employment period indicated in Policy 6.05:

1) Faculty members who experience an event will receive modified duties for the semester nearest to the event, to be used in conjunction with university family or medical leave policies.

2) The modified duties would release the faculty member from 50 percent of their course teaching assignments for the academic year. Should 50 percent of the course teaching lead to a noninteger number (such as 1.5) then the fractional portion may be banked and taught in a future year or an arrangement can be made to co-teach a course if such an arrangement is reasonable given the TIU’s teaching needs.

3) The faculty member would be expected to focus their “on-duty” time on advising students, conducting research, and completing service during the modified duties semester.

4) If the event occurs within a dual career household within the College of Engineering, each partner would be eligible for modified duties which could be taken concurrently or consecutively.

5) The College will provide funding to the TIU with the event to cover 50% of the cost of reassignment of teaching responsibilities, if costs are explicitly incurred.

6) The faculty member is responsible for completing a modified duties form prior to the event, using a template provided by the College. The form will be reviewed and approved by the TIU Head and the Dean. The form shall be approved in accordance with the TIU and the faculty member’s needs.

7) The modified duties shall be noted in the annual review letter for that year.

8) Exceptions will be considered on a case by case basis by the TIU Head and Dean.
Appendix D: College of Engineering Faculty Professional Leave Policy

The following statement is intended to provide the procedures and criteria under which the college of Engineering may implement the Faculty Professional Leave Program established by the September 9, 1977 resolution of the Board of Trustees of The Ohio State University.

A Objectives

The goal of professional leave is to increase the scholarly competence of our faculty. Such leave, available after seven years of employment, permits tenured faculty to utilize up to a year to revitalize existing scholarly capabilities, to explore new avenues of scholarship, or to formalize a significant body of scholarship.

B Established By

BOT Resolution No. 78-21 "Faculty Professional Leave Program" based on Statute 3345.28 of the Ohio Revised Code.

C Procedures

Requests for professional leave from eligible faculty members will be reviewed at the departmental or school level according to established departmental procedures. The department chairperson or school director will submit the approved requests (in rank order) with his/her recommendations to the Dean. Requests that reach the Dean will be reviewed by a college faculty review committee that will rank them in priority order and submit them to the Dean with their recommendations for the Dean's submission to the provost.

D Criteria

The eligibility and conditions for professional leaves are specified in the Board of Trustees resolution governing the Faculty Professional Leave Program. Highest priority in the review process will be given to those applicants who have a positive record of achievement, service, and commitment to the University and can show the benefits of the requested leave to their continuing professional development and to the University.

Specifically, the committee assesses applications based on:

1. The degree to which the proposed activity meets the stated objectives of the Professional Leave Program, which are:
   a) faculty can enhance their teaching effectiveness, scholarly interests and overall performance.
   b) the University's academic programs can be strengthened and developed.

2. The degree to which the applicant's goals can realistically be achieved during the period requested.

In the event that the number of qualified applicants exceeds the number of leaves
available, applicants will be judged on quality of the proposal and elapsed time since their
last leave.

E Contents

The application should follow the form provided by the Office of Academic Affairs. The
application should provide the committee with (1) a clear indication of the activity to be
undertaken during the leave, (2) insight into the motivation for the leave, and (3) the expected
outputs and outcomes to be realized from the leave experience. Specific items of information
required include:

Application should be as specific as possible about planned activity. Other things
being equal, relocation, travel or a significant change in responsibilities is most highly
regarded. Although there are many advantages to spending the Professional Leave at
other institutions, it is acceptable to remain in Columbus if the plan for the leave can
be carried out satisfactorily.

Leaves to "write a proposal, complete a paper, or re-organize course material" are not
generally acceptable since these activities are part of the normal duties of a regular
faculty member in Engineering. However, if, for example, the completion of anyone of
these activities could not be accomplished without extensive visits to or residency at a
sister institution, time away from campus, etc. a Professional Leave could be
appropriate.

Letter of invitation or support from sponsors of the planned leave activity is particularly
effective in clarifying the intended experience. Where preparation of a book manuscript
is the objective, some indication of the expected outcomes is highly desirable.
Industrial experience of a significant nature can be particularly appropriate use of
Professional Leave.

F Report

Following the leave, a written report is expected to the Office of the Associate Dean for
Academic Affairs in the College of Engineering, summarizing the accomplishments during the
leave period. See the OAA handbook for additional guidance concerning the expected content
of the report.
Appendix E: Policy on Appointment of Associate Chairs/Directors

1. The size and/or the nature of the business of an academic unit may indicate that the appointment of an associate chair/director is appropriate.

2. The chair/director of an academic unit desiring the appointment of an associate chair/director must submit a written request of the Dean explaining the rationale for the appointment.

3. The Dean possesses the authority to approve or deny the request for the appointment of an associate chair/director.

4. Associate chairs/directors must hold the minimum faculty rank of associate professor, and be a regular 1.00 FTE nine month faculty person.

5. The position of associate chair/director must be described in the unit’s Pattern of Administration, including the procedure by which the associate chair/director is selected.

6. The appointment of an associate chair/director must be to the University classification of “Associate Chair/Director,” at the appropriate FTE. The unit is responsible for funding the appointment.

7. During the regular academic year, August 15 through May 15, an associate chair/director is to be appointed for not less than 0.25 FTE and not more than 0.75 FTE.

8. During the summer, an associate chair/director appointment cannot exceed a cumulative total of two months at 1.00 FTE.

9. The ending date of an associate chair/director appointment cannot extend beyond that of the appointment of the incumbent chair/director of the unit.

10. The associate chair/director of the unit serves at the pleasure of the unit’s chair/director.

11. Associate chairs/directors may receive a 10% administrative supplement for their service as an associate chair/director (the supplement will be added to the FTE associated with the associate chair/director appointment only, including any summer stipend).

12. The duties and responsibilities of an associate chair/director are to be adjusted by the chair/director to accommodate the administrative nature of the associate chair’s/director’s appointment.
Appendix F: Endowed Chair/Professor Guidelines

The ability to provide Excellence at Scale is among the College of Engineering’s most significant competitive advantages and a key ingredient to the strategic growth of the college in the years to come.

We excel when we leverage our scale and integrate our breadth in the context of critical challenges to generate high-impact innovation, discovery and education. To advance the College of Engineering and the Knowlton School, we seek to combine our diverse assets into new, innovative and stronger partnerships across all disciplines.

As a college, one of our foundations is our seeking to build and nurture a community and culture of humanity that reflects our university values. Within this foundation, our goal for faculty includes advancing and implementing equitable recruitment and retention in a way that promotes social equity, addresses racial disparities, and increases access and success, while fortifying our growth. We seek to use our endowed positions to achieve this goal.

These guidelines align with the University Policy on Faculty Appointments and serve to define the expectations for the appointment and review of endowed chairs and professorships.

A. Description of the impact of endowed positions for the academic unit

Appointment to an endowed faculty position, including endowed chairs and endowed professorships, is one of the highest honors an academic institution can bestow upon a faculty member. At the Ohio State University, endowed faculty are essential to achieving and increasing excellence in our mission.

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

As aligns with the mission of the College of Engineering, endowed positions are used for the recruitment and retention of faculty. Endowed positions highlight faculty talent and lend prestige to both the unit and the individual faculty member. National and international recognition of the highest level of intellectual leadership, excellence, and performance are expected in the appointment of a Chair Holder in areas including research and scholarship, teaching/education, and professional service, in keeping with the shared values of the university.

B. Criteria for appointment

Appointments to endowed positions are based on an appropriate combination of a track record of:

- Recognized scholarly impact;
- Successful competitive research funding and collaborative research;
- Demonstrated strong commitment to cultivating an equitable, diverse, and inclusive environment;
- Quality teaching at the undergraduate and graduate levels and interdisciplinary education;
- Service to, and leadership of, the profession and the university;
- and compatibility with the specifications established by the donor of the position.

Situations that may prompt the awarding of an endowed position include having won one of the most prestigious and important awards or initiatives in their field coupled with research preeminence and impact, the recognition of an impactful career, or the retention of a faculty member who may be seeking to leave the unit who meets these criteria.

C. Criteria for reappointment

Reappointments to endowed positions are based on continued scholarly activity, including maintaining an outstanding research portfolio as well as leading and catalyzing initiatives beyond their own research programs. Examples of such activities include growing new initiatives within the College, mentoring and raising the profile of junior faculty, and building competitive research collaborative teams.

D. Process for appointment and reappointment
The dean, or their designee, names endowed chairs. All processes for appointment and reappointment to endowed chairs or professorships follow the procedures outlined in the Faculty Appointment Policy (page 9).

When the endowment benefits a given TIU, the dean, or their designee, will consult with the TIU Head on whether they will nominate an existing faculty member or request a new hire to fill that position. For TIU endowed positions, when nominating an existing faculty member, TIUs must follow their own established protocols, which should include the TIU head evaluating all eligible faculty members and discussing with the dean, or their designee, the faculty member(s) to be considered for an endowed chair.

When an endowment is for the benefit of the college generally and an internal candidate is sought, the dean, or their designee, will create an ad hoc committee of TIU heads, chaired by the Associate Dean of Faculty Affairs, to evaluate appropriate candidates and advise the dean on selecting new holders of endowed chairs.

The search and review process for an external candidate must be authorized by the college and will be identical for any position as outlined in the TIU’s APT document and following college guidance.

Per the Faculty Appointment Policy, the dean, or their designee, must conduct a formal review prior to recommending an individual for reappointment to an endowed position. The faculty member must perform per the expectations noted in the Appointment Terms and Conditions for that endowed chair. The reappointment process involves consultation with the TIU head concerning the performance of the faculty and a review of the annual reports that the endowed chair or professor produced during their tenure. The dean, or their designee, will determine if the renewal is approved based on the faculty member’s performance.

E. General expectation for participating in stewardship

Faculty will work in partnership with the Office of Advancement and their college’s advancement team to support annual donor stewardship that includes, but is not limited to, writing an annual report each year that outlines the impact of their work as an endowed chair. That report will be shared with living donors and the faculty member may be called upon to meet with the donors occasionally.

F. Appointment letters

Appointment letters convey the term of appointment, allowable use of funds, expectations for participation in stewardship and criteria, and process related to reappointment.

G. Distribution Amount

Distributions to faculty from endowed positions are as follows, provided the distribution amount does not exceed the annual distribution within the fund:

**Endowed or Designated Professorship**
- Assistant Professor: $10,000
- Associate Professor: $20,000
- Professor: $25,000

**Endowed or Designated Chair**
- Assistant/Associate Professor: $30,000
- Professor: $50,000

The remaining annual fund distributions will be used in alignment with the goals of the endowments at the discretion of the dean.

H. Use of funds

The Chair or Professorship Holder must use their discretionary funds responsibly to ensure that they are used in an optimal manner that is consistent with the intent of the donor. Endowed funds may generate resources greater than the distribution amount. Excess funds above the distribution amount are held at the college and not available for distribution. Any unspent...
funds from the distribution amount at the expiration of an appointment will be returned to the main fund account or used by
the college in alignment with the intentions of the endowment.

I. Process for annual review of fund balances

The college must ensure the endowment distributions and withdrawals are expended in accordance with the terms of the
endowment. Fund balances will be reviewed annually with the Office of Advancement to ensure responsible fund stewardship.
The college will review fund balances annually. Should the distribution amount be overspent during the appointment, future
distributions will be reduced or paused until the fund is fully balanced. Unspent balances will be used by the college in
alignment with the intentions of the endowment or returned to the fund account.

J. Scholarly or other expectations

Appointment and subsequent reappointment to this position is contingent on continued faculty eminence to enhance Ohio
State’s and the college’s competitive position. If an endowed position holder fails to submit 3 annual reports during their term,
the college may not renew their appointment.

K. Specific stewardship expectations

In coordination with the Office of Faculty Affairs within OAA and the Office of Advancement, the college may highlight
appointments to endowed chairs and professorships and the accomplishments of these position holders through existing and
planned channels (e.g. websites, newsletters and award ceremonies).

Inaugural endowed chair installations have become a university-wide tradition, starting in 2016. Planned by the Office of
Advancement, these celebrations enable us to honor and celebrate the donors whose generous gifts make these positions
possible and the faculty members holding inaugural endowed chair positions. These events include the formal presentation of
the chair position to the provost or chief executive officer of the Wexner Medical Center, and a presentation of medallions to
both the chairholder and donors. For chairs in health sciences, a white coat is presented to the chairholder. Subsequent
chairholders are presented with a medallion; recommended in coordination with donor stewardship.

Adopted August 24, 2023