

**The Department of Integrated Systems
Engineering
The Ohio State University**

Pattern of Administration

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**Pattern of Administration
Department of Integrated Systems Engineering**

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PATTERN OF ADMINISTRATION FOR THE DEPARTMENT OF INTERGRATED SYSTEMS ENGINEERING

1. INTRODUCTION

This document provides a brief description of the Department of Integrated Systems Engineering (henceforth referred to as “Department”), as well as a description of its policies and procedures. It supplements the [Rules of the University Faculty](#), and other policies and procedures of the University to which the department and its faculty are subject. The latter rules, policies, and procedures, and changes in them, take precedence over statements in this document.

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

2. DEPARTMENT MISSION

The Mission of the Department of Integrated Systems Engineering (ISE) at The Ohio State University is to prepare students to serve society, with emphasis on design, planning, operations, and management of complex systems, providing students with a blend of technical, managerial, and human-centered skills, and to advance the state-of-the-art of industrial engineering through world-class research. We pursue these goals by:

- Providing undergraduate and graduate industrial and systems engineering education that prepares students to apply effectively engineering principles and tools to evaluate, design, and operate complex industrial, service, and governmental systems comprised of people, equipment, and supplies through the application of modeling, economic principles, and optimization tools.
- Contributing to the enrichment of the profession and to the creation of knowledge through faculty leadership, world-class research, scholarship, and professional practice.
- Meeting the demands of industry by preparing students in the fields of operations research, advanced statistical data analysis, analytics, ergonomics and human factors, manufacturing processes, and others.

3. ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns. This department adheres to the items included in the statement.

4. FACULTY AND VOTING RIGHTS

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes

of governance, the faculty of this Department (henceforth referred to as “the Faculty”) includes tenure-track, professional practice (clinical faculty), and research faculty with compensated FTEs of at least 50% in the Department.

The Department of Integrated Systems Engineering makes research appointments. Research faculty titles are Research Assistant Professor, Research Associate Professor, and Research Professor. Research faculty can comprise no more than 20% of the tenure-track faculty. Research faculty may vote in all matters of departmental governance except tenure-track faculty appointment, promotion and tenure decisions and professional practice faculty appointment, reappointment, and promotion decisions. Research faculty may participate in discussions of research faculty matters including promotion reviews.

The Department of Integrated Systems Engineering makes professional practice faculty appointments. Professional practice faculty titles are Professional Practice Assistant Professor, Professional Practice Associate Professor, and Professional Practice Professor. The number of Professional practice faculty, in terms of percentage of FTE within ISE on the Columbus campus, can comprise no more than 20% of the combined FTE of the tenure-track, professional practice, and research faculty.

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

The Department of Integrated Systems Engineering makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, lecturer titles, and visiting titles. Associated faculty, emeritus faculty, and faculty joint appointees with FTEs below 50% in this department may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, promotion, and tenure decisions, and may not vote on any personnel matter.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in the Department is provided in the [Appointments, Promotion and Tenure document](#).

5. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

Department support services are organized by function as follows:

- Department fiscal support
- Department human resources support
- Undergraduate student services
- Graduate student services
- Procurement support
 - Building coordination
- Instructional laboratory support

- Workshop support
- Instructional and research computing support
- Administrative assistance for chair
 - Front office management
 - Public relations

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

6. OVERVIEW OF DEPARTMENTAL DECISION MAKING

Policy and program decisions are made in a number of ways: by the Faculty as a whole, by standing or special committees of the Department, or by the Department Chair. The nature and importance of any individual matter determine how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

7. DEPARTMENTAL ADMINISTRATION

7.1 Department Chair

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

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

- To have general administrative responsibility for Department's programs, subject to the approval of the Dean of the College of Engineering, and to conduct the business of the Department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the Faculty and the Dean of the College of Engineering a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis.
- To evaluate faculty members annually in accordance with both the University's and Department's established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by the Department, and

to place in that file a response to any evaluation, comment, or other material contained in the file.

- To recommend, after consultation with the eligible faculty, appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty to the Dean of the College of Engineering, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and the Department's Appointments, Promotion and Tenure document.
- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To prepare, after consultation with the Faculty, annual budget recommendations for the consideration of the Dean of the College of Engineering.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.
- To enact and enable the Department strategic plan.

Day-to-day responsibility for specific matters may be delegated to others. However, the Department Chair retains final responsibility and authority for all matters covered by this Pattern, subject, when relevant, to the approval of the Dean of the College of Engineering, Office of Academic Affairs, and Board of Trustees.

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

7.2 Associate Chair(s)

The Department Chair shall designate one or more faculty members as Associate Chairpersons of the Department. One of the Associate Chairs shall assist the Chair in overall administration of the Department including, as designated by the Department Chair, finalization of the master teaching schedule, finalization of teaching assignments for all faculty members, lecturers, and graduate teaching associates, management of curriculum development, overseeing graduate admissions, developing and implementing policies, representation of the Department at College of Engineering and University administrative meetings and events, and listening and responding to requests and

problems of the Faculty, staff, students, and others.

7.3 Committees

Much of the development and implementation of the Department's policies and programs is carried out by standing and *ad hoc* committees. Unless otherwise noted, each Department Committee conducts its business on the principle of majority rule. Each Department Committee has a designated Committee Chair, who is tasked with convening committee meetings and overseeing committee work. Committee Chairs have the same voting rights as other committee members. Except as noted, the Department Chair is an *ex officio* member of all of Department Committees and may vote as a member on all Department Committees except the Committee of Eligible Faculty. Except as noted, all Committee Chairs and members are appointed from the Faculty by the Department Chair. Membership on Department Committees, whether through appointment by the Department Chair or as a result of a vote by the faculty, is for the duration of one year with reappointment possible, unless otherwise specified.

The chair will solicit from faculty their interest in serving on committees. The chair will try to balance committee needs and the interests of the faculty.

- Chair's Advisory Committee (One Committee Chair, Three Additional Committee Members, Department Chair and Associate Chairs as *Ex Officio* Members)

The primary purpose of the Chair's Advisory Committee is to provide strategic advice to the Department Chair about matters of potential importance to the Department. The committee is comprised of four members of the Faculty, two elected by the Faculty and two appointed by the Chair, and the Associate Department Chair(s). The committee meets as issues and conditions warrant. Elected and appointed members may be tenure track, professional practice, or research faculty.

- Undergraduate Program Committee (One Committee Chair, Four Additional Committee Members, Department Chair as *Ex Officio* Member)

The Undergraduate Program Committee's primary function is to manage the Department's undergraduate program. This includes admissions to major, petitions for exception to program requirements, and making recommendations regarding curriculum and program changes to the Faculty. The committee also manages the program-assessment process to fulfill the requirements for ABET accreditation. Undergraduate student representative(s) will be invited to attend and provide input when deemed appropriate by the Committee Chair. Appointed members shall be either tenure track or professional practice faculty.

- Graduate Program Committee (One Committee Chair, Five Additional Committee Members, Department Chair as *Ex Officio* Member)

The Graduate Program Committee is responsible for oversight of and admission to the Department's graduate programs, including those described in § III.2 of the [Graduate School Handbook](#). All members of the Graduate Program Committee must have Category M or P status in the Department with the Graduate School. Graduate student representative(s) will be invited to attend and provide input when deemed appropriate by the Committee Chair. Appointed members shall be either tenure track or professional practice faculty.

- Committee of the Eligible Faculty

The Committee of Eligible Faculty is defined in the Department's Appointments, Promotion, and Tenure document. All faculty appointment, promotion, and tenure decisions are reviewed by the Committee of the Eligible Faculty. The Committee of the Eligible Faculty is determined based on the nature of the decision under consideration. The chair of the committee will be a tenured Professor, who is elected annually by a majority vote of the faculty who are eligible for appointment reviews of tenure-track faculty. No professor may serve for more than two consecutive years as Chair of the Committee of the Eligible Faculty. At the discretion of the department chair this person's service could be extended for another term.

- Faculty Development Committee (One Committee Chair, Three Additional Committee Members)

The primary purpose of the Faculty Development Committee is to provide advisory input to the Department Chair on the research and external service of faculty members for purposes of annual performance evaluations and manages faculty mentorship. This input is advisory, inasmuch as ultimately the Department Chair conducts annual performance evaluations. If the Faculty Development Committee or Department Chair identify faculty in need of guidance to improve their performances, the Faculty Development Committee manages the guidance process and reports progress to the Department Chair at least annually.

All members of the Faculty Development Committee are appointed by the Department Chair, with at least one representing manufacturing engineering, at least one representing human factors engineering, and at least one representing operations research. Only tenure-track faculty at the Associate Professor or Professor rank are eligible to serve on the committee. The Committee Members select the Committee Chair, although the Committee Chair should rotate annually among manufacturing engineering, human factors engineering, and operations research. For example, the committee chair cannot be from human factors engineering for more than one year within any three-year window.

- Domain Leadership Committee

One tenured associate professor or professor from each Department subspecialty domain will be chosen by members of the subspecialty to coordinate the activities of the domain and represent the subspecialty interests and concerns to the Department.

- Honors and Scholarship Committee (Chair of the Undergraduate Program Committee, Undergraduate Student Services Officer, Department Chair as *Ex Officio* Member)

The Honors and Scholarship Committee is charged with encouraging and fostering undergraduate research, including the undergraduate honors thesis, and developing honors courses and other experiences for honors students in the Department. The committee is also charged with (a) ensuring that all department, college, and university scholarships that are available to Department undergraduate students are advertised to them; (b) selecting candidates for each department scholarship annually or as required by the specific scholarship; and (c) ensuring that nominees meet all obligations of the sponsor of the scholarship or the endowment.

- Faculty and Staff Awards Committee (One Committee Chair, Two Additional Committee Members, Department Chair as *Ex Officio* Member)

The Faculty and Staff Awards Committee ensures that the Department's faculty and staff are widely recognized for their accomplishments. This committee is expected to identify college, university, and external awards for which faculty, staff, and students may qualify. In consultation with the Department Chair, the committee selects nominees and develops nomination packages, as appropriate.

The committee has three members that are appointed by the Department Chair, one representing human factors engineering, one representing manufacturing engineering, and one representing operations research. The Department Chair determines which of these three members serves as the Committee Chair. Appointed members can be tenure track, professional practice, research faculty, or departmental staff.

- Development and Alumni Awards Committee (One Committee Chair, Two Additional Committee Members, Department Chair as *Ex Officio* Member)

The Development and Alumni Awards Committee is responsible for developing a plan for an effective development campaign. As appropriate, this should be done in concert with Department and College of Engineering development officers. The committee is also responsible for ensuring that Department alumni are recognized widely for their accomplishments and contributions. The committee is expected to identify awards for which Department alumni may qualify. In consultation with the Department Chair and development officers, the Committee will select nominees and develop the nomination packages when appropriate. Appointed members shall be either tenure track, professional practice, or research faculty.

- Facilities Committee (One Committee Chair, Two Additional Committee Members, Department Chair as *Ex Officio* Member)

The Facilities Committee is responsible for monitoring and making recommendations regarding the Department's facilities including offices and laboratories, facilities used for teaching and research, and instructional and research computing facilities. Committee duties include providing safety instructions to all faculty, staff, and students, and administering expenditures from the student computer fee account. Committee Members can be appointed from the Department's tenure track, professional practice, or research faculty and from staff members.

- Diversity and Inclusion Committee (One Committee Chair, Four Additional Committee Members, Department Chair as *Ex Officio* Member)

This committee is responsible for implementation of diversity, equity, and inclusion policies and initiatives. This committee's duties include aligning the department's DEI initiatives and activities with those of the college and university. Committee Members can be appointed from the Department's tenure track, professional practice, or research faculty and from staff members.

- Other Committees

Additional committees may be appointed by the Department Chair, with advice from the Chair's Advisory Committee or the Faculty. Depending on the needs and scope of the committee, the members can be appointed from the Department's tenure track, professional practice, or research faculty and from staff members.

8. FACULTY MEETINGS

The Department Chair will provide to the Faculty and staff a schedule of Department Faculty and Staff meetings at the beginning of each academic term. The schedule will provide for at least one meeting per academic term and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least two business days before the meeting. Faculty and Staff meetings will also be scheduled on written request of 25% of the Faculty. The Department Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. If possible, the Department Chair will distribute minutes of Faculty and Staff meetings to the Faculty and staff by e-mail—within seven days of the meeting. These minutes may be amended at the following Faculty and Staff meeting by a simple majority vote of the Faculty who were present at the meeting covered by the minutes.

For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum is defined as a simple majority of all Faculty who are eligible to vote. Special policies pertain to voting on personnel matters, and these are set forth in the Department's Appointments, Promotion and Tenure document.

Either the Department Chair or one-third of all faculty eligible to vote may determine that a formal vote conducted by a secret written ballot is necessary on matters of special importance. With the exception of votes pertaining to Appointments, Promotion and Tenure (which are covered in a separate document), for purposes of a formal vote, a matter will be considered decided when a particular position is supported by a simple majority of the votes cast. Balloting will be conducted by electronic survey or email when necessary to assure maximum participation in voting.

When a matter must be decided and a simple majority of all faculty eligible to vote cannot be achieved on behalf of any single position, the Department Chair will make the final decision.

The Department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility.

Normally department meetings will be conducted 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.

9. DISTRIBUTION OF FACULTY DUTIES & RESPONSIBILITIES

The Department's guidelines on Faculty Duties and Responsibilities incorporate University policy, which is available in the Office of Academic Affairs [*Policies and Procedures Handbook*](#), Volume 1, Chapter 2, Section 1.4.3. The University policy should be consulted for general information and details related to Special Assignments and extended absence from campus.

The department is committed to excellence in:

- education, at both the undergraduate and graduate levels;
- research, both basic and applied; and

- service to the University, the profession, and society.

In keeping with this commitment, the primary duties and responsibilities of faculty fall into the following areas:

- *Instructional activity: A good teacher facilitates learning, improves students' critical thinking abilities, and behaves towards students in a manner that reflects well on the University. Innovative and imaginative approaches to teaching are especially encouraged.*
- *Scholarly activity: Faculty members are expected to remain current in their knowledge of recent advances in their field(s) of specialization within industrial and systems engineering, to contribute to its literature by publication in refereed journals and proceedings, to disseminate results through presentations at professional meetings, and to ensure the viability of their programs through the pursuit of grants and contracts for funded research.*
- *Service activity: Faculty service arises through activities performed within The Ohio State University and through external professional activities. Faculty members are expected to carry a share of the committee assignments within the Department or other assignments within the University. Faculty members are expected to demonstrate leadership in regional, national, and international professional organizations by, for example, elected or appointed offices, editorial services, and editorships.*

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

In accordance with university policy, every faculty member has duties and responsibilities commensurate with his or her appointment, and the departmental workload is distributed equitably among faculty. For example, all tenure track faculty members are expected to participate in the teaching, research, and service activities of the Department. Although tenure track faculty members are expected to exercise “self-determination” in conducting their scholarly activities, the Department Chair assigns instructional and departmental service activities. Faculty members are expected to maintain office hours that are commensurate with and sufficient for meeting their instructional, scholarly, and service activities. This includes being available for students who are enrolled in courses that are offered by each faculty member.

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

9.1 Faculty Effort Allocation Guidelines

Faculty workload is divided among instructional activities, scholarly activities, and service activities. This division will be done in a manner that is commensurate with the faculty member's appointment, strengths, and goals, but in a manner that meets the needs of the Department.

Recognizing the inherent difficulty in quantifying the workload associated with the various activities associated with a successful academic career, the Department Chair, in consultation with the Associate Chairs, is nonetheless responsible for assigning instructional and department service activities to faculty in a manner that ensures that department commitments are met and that the workload is distributed equitably among the faculty. To accomplish this, the Department Chair and Associate Chairs will distribute guidelines identifying the criteria considered in assigning workload and evaluating performance.

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

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

9.1.1 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.

9.1.1.1 Teaching/Instructional Activities

The Department Chair's assignment of instructional activities is known as the "teaching load." All tenure-track faculty are expected to participate in the instructional activities of the Department. The Department's Associate Chair, in consultation with the faculty and Department Chair, will determine specific teaching assignments. In addition to balancing the overall workloads, an effort will be made to place the most appropriate faculty members in individual courses and to ensure that multiple faculty members are experienced in teaching the various core courses. Depending on the needs of the educational programs and individual faculty members' research and service commitments, the teaching load may vary greatly from one faculty member to the next.

The base responsibility for instruction is determined by the Department Chair by the beginning of the fall semester. It depends on the service and research activities of the faculty member documented in the annual review material, and takes into account:

- 1) support for subsidy eligible graduate students;
- 2) research activities;
- 3) general University service activities such as work on Department, College of Engineering, and University committees;
- 4) professional service such as editorial positions, professional society committees, and ABET-

- accreditation work; and
- 5) special assignments such as Department Committee Chairs.

For tenure-track faculty members who are very active in research and service, the base responsibility will be three courses per year. For tenure-track faculty members who are somewhat active in research or service, the base responsibility will be up to five courses.

A scheduled course that does not attract a sufficient number of students, as determined by the Department Chair and Associate Chair, will, in consultation with the Dean of the College, normally be cancelled and the faculty member who is scheduled to teach that course will be assigned to another course for that or a subsequent semester. Upon consultation with the Department Chair, a faculty member may be permitted to offer a course with minimal enrollment.

It is impractical to make the total number of sections assigned be equal to the base responsibility every year. The difference can be carried forward to the next year and subtracted from the base responsibility. Therefore, an over-load commitment in one year can result in a reduction in the number of courses assigned in the following year, and an under-load commitment in one year can result in an increase in the number of courses assigned in the following year. The ability to carry-forward teaching load in this manner may be influenced by the needs of the department, and is normally limited to a one-year carry forward.

9.1.1.2 Scholarship/Scholarly Activities

In general, the Department supports active research programs. The extent of this support depends on the activities of individual faculty members, particularly, the level and nature of external funding for his or her research program. Faculty effort allocated toward *scholarly activities* should be sufficient to ensure that the faculty member's research program is at least sustained, and preferably flourishes. As a general guide, the Faculty are expected to publish regularly in refereed archival journals, present papers at national and international conferences and/or contribute to other scholarly/creative activities such as authoring monographs and books or developing patents or software. Faculty members who are engaged in research are expected to seek and obtain funding to support their research program and to actively advise graduate students and assist with the timely completion of their degree requirements. Faculty whose research activity requires an allocation of effort toward research beyond a base level will, in general, be encouraged to submit "release time" from their sponsored projects in order to equalize the workload distribution.

In cases where a faculty member is under-loaded, an increased course load in the following year can be avoided if a sufficient level of release time has been accumulated.

9.1.1.3 Service/Service Activities

Service on department, college, or university committees is expected of all faculty members. National and international service is expected of all faculty members. Such activities may include holding elected offices in professional organizations, organizing conferences or specialized meetings, serving on society committees and national review panels, and serving on editorial review boards. Adjustments to a faculty member's effort allocations toward scholarly and instructional activities to accommodate extraordinary service commitments should be discussed with the Department Chair.

It is recognized that some activities do not fit within the activities described above. In such cases, the Department Chair will be responsible for determining an equitable workload, in consultation with the Faculty Development Committee and the Faculty.

The department recognizes that some of its faculty members bear an inherent additional service burden. That burden accrues when faculty members, often women and/or underrepresented colleagues, are recognized as uniquely positioned to assist with work at the department, college, or university levels. Such individuals may be expected to provide more service than normal because their particular expertise, perspective, or voice can help working groups, for example, or task forces or students (through their mentorship of them) understand context, options, and opportunities in new ways. This additional service burden does not derive from volunteerism. Rather, it is an unwarranted and inequitable expectation.

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

9.1.1.4 Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). The information provided below supplements these policies.

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

9.2 Professional Practice Faculty

Professional practice faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track faculty, but are focused on service involving Department, College of Engineering, and University committees and national and international professional organizations concerned with engineering education.

All professional practice faculty are expected to contribute to the Department's teaching in courses or instructional situations involving professional skills. The standard teaching assignment for full-time professional practice faculty members is five courses per academic year, with the remainder

of a professional practice faculty member's time focused on service and scholarship concerned with engineering education. This includes developing national and international recognition as one of the leading scholars in engineering education. Professional practice faculty members are encouraged to publish scholarly papers, and will provide significant national and international service. Professional practice faculty who engage in additional service and teaching activities for the department (such as mentoring graduate students working on projects) may have their courses load reduced below the normal five-course expectation.

9.3. Research Faculty

Research faculty members are expected to contribute to the university's mission via research. In accordance with Faculty Rule [3335-7-34](#), a research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the Department's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

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

9.4 Associated Faculty

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

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

In accordance with Faculty Rule [3335-5-19](#), lecturers' and senior lecturers' responsibilities are limited to teaching. The standard teaching assignment for full-time lecturers is eight courses per academic year.

9.5 Modification of Duties

The Department strives to be a family-friendly unit in its efforts to recruit and retain high-quality faculty members. To this end, the Department is committed to adhering to the College of Engineering's and University's guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the 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 the [college pattern of administration](#) for details. See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section 12.

The faculty member requesting the modification of duties and the Department Chair should be

creative and flexible in developing a solution that is fair to both the individual and the Department, while addressing the needs of the University. Expectations must be specified in a [form](#) that is approved by the Dean of the College of Engineering.

9.6 Department Chair's Discretion

The workloads associated with many activities vary greatly, and it is not possible to identify equitable workloads covering all possible circumstances. Therefore, the Department Chair will have discretion in adjusting individual effort allocations.

10. COURSE OFFERINGS & TEACHING SCHEDULES

The Department Chair and Associate Chair will coordinate annual course offerings and teaching schedules, developed 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 that are needed by students at times most likely to meet student needs. To assure classroom availability reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. To the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by multiple faculty members to assure that instructional expertise is always available for such courses.

11. ALLOCATION OF DEPARTMENT RESOURCES

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

The Department Chair will discuss the Department's budget at least annually with the Faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the Department Chair.

Research space shall be allocated on the basis of research productivity, including external funding. It may be reallocated periodically as these faculty-specific variables change, and in consultation with the Facilities Committee.

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

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

12. LEAVES & ABSENCES

The University's policies with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and the Office of Human Resources [Policies](#)

[and Forms Website](#). The information provided below supplements these policies.

12.1 Discretionary Absence

Faculty are expected to complete a travel request or a [request for absence through Workday](#) well in advance of a planned absence (*e.g.*, for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Department Chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Faculty Rule [3335-5-08](#) requires that absence from campus for more than ten consecutive business days approved by the Department Chair, Dean of the College of Engineering, and the Executive Vice President and Provost.

12.2 Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence through Workday](#) as early as possible and in accordance with Office of Human Resources [Policy 6.27](#). When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should inform the Department Chair promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence that is covered by sick leave (*e.g.*, personal illness, illness of family members, and medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR [Policy 6.27](#).

12.3 Unpaid Leaves of Absence

A faculty member may request an unpaid leave of absence for personal or professional reasons. Unpaid leaves of absence require the approval of the chair, dean, Office of Academic Affairs, and Board of Trustees. The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in Office of Human Resources [Policy 6.45](#).

12.4 Faculty Professional Leave

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Assignment and may be one or two semesters in length for nine-month faculty and one or two years in length for twelve-month faculty. Faculty Professional Leave may involve salary reductions and other considerations established by the Ohio Legislature and University Board of Trustees. Faculty considering a Faculty Professional Leave should fully acquaint themselves with these policies before applying for leave.

The Department chair's recommendation to the Dean of the College of Engineering regarding a Faculty Professional Leaves proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the Department to accommodate the leave at the time requested. Such requests will be reviewed and voted on for approval by an *ad hoc* department Faculty Professional Leave Committee with three members that are appointed by the Department Chair. The committee selects its own chair. A recommendation of a Faculty Professional Leave proposal will be submitted to the Dean of the College of Engineering if a simple majority of this committee and the Department Chair both approve of a request.

Information on faculty professional leaves is presented in the Office of Academic Affairs [Policy](#)

[on Faculty Professional Leave.](#)

12.5 Parental Leave

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

13. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

Information on additional compensation is presented in the Office of Academic Affairs [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the University's Policy on [Outside Activities and Conflicts](#).

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

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

The Office of Academic Affairs also requires colleges and departments to specify a process for a faculty member to request permission to use a textbook or other material that is authored by that faculty member and the sale of which results in a royalty being paid to him or her. A faculty member wishing to use such materials in a course must seek approval of the proposed materials as being suitable for the course from a majority of Department faculty who can evaluate appropriate instructional material for the course in question.

14. FINANCIAL CONFLICTS OF INTEREST

The University's policy with respect to financial conflicts of interest is set forth in the Policy on [Outside Activities and Conflicts](#). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research. The Department adheres to this policy in every respect.

Faculty members 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 of interest will be subject to disciplinary action.

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities. Further information about conflicts of commitment is included in Section 9.1.

15. GRIEVANCE PROCEDURES

Faculty, staff, and students should discuss their grievances with the Department Chair, who will review the matter as appropriate and seek resolution or explain why resolution is not possible. If the grievance concerns the Department Chair, or if the Department Chair is not the appropriate contact for some other reason, faculty, staff, and students should bring the matter to the attention of the College Director of Human Resources or to the Dean of the College of Engineering. Content below describes procedures for the review of specific types of complaints and grievances.

15.1 Salary Grievances

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

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal. Office of Academic Affairs [Policies and Procedures Handbook](#), Volume 1, Chapter 3, Section 2.0.

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

15.2 Faculty and Staff Misconduct

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

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

15.3 Faculty Promotion and Tenure Appeals

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

15.4 Harassment, Discrimination, and Sexual Misconduct

Faculty and staff are responsible for knowing and adhering to current University rules for sexual civility, including those rules describing their responsibility for responding to and reporting incidents of misconduct. Faculty and staff are responsible for timely completion of any training on this topic that is required either by the University or the Dean of the College of Engineering.

The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all

forms of harassment, discrimination, and sexual misconduct.

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

15.5 Violations of Laws, Rules, Regulations, or Policies

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

15.6 Complaints by and about Students

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Department Chair, the Department Chair will first determine whether or not the students require confidentiality. If confidentiality is not required, the Department Chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Department Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

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

15.7 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](#). The Code of Student Conduct is established to foster and protect the core missions of the University; to foster the scholarly and civic development of the University's students in a safe and secure learning environment, and to protect the people, properties and processes that support the University and its missions. [See also Board of Trustees Rule 3335-23-05](#).