## PATTERN of ADMINISTRATION

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## 1. INTRODUCTION

This document provides a brief description of the Department of Mechanical and Aerospace Engineering (MAE) as well as a description of its policies and procedures. It supplements the Rules of the University Faculty (http://trustees.osu.edu), and other policies and procedures of the University to which the department\{ XE "department" $\}$ and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document. This document, together with the department's current Appointments, Promotion and Tenure (APT) Document, constitutes the department's governance documents.

This Pattern of Administration\{ XE "pattern of administration (POA)" \} is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department \{ XE "department" \} Chair\{ XE "chair, director" \}. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs XE "Academic Affairs, Office of (OAA)" \}.

## 2. DEPARTMENT MISSION

The mission of the Department of Mechanical and Aerospace Engineering is the education of professionals and future leaders in mechanical, aerospace, and nuclear engineering, the generation and dissemination of knowledge and technology, and the development of innovative solutions to problems in these and other fields.

## 3. ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the University issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs\{ XE "Academic Affairs, Office of (OAA)" \} website (http://oaa.osu.edu/rightsandresponsibilities.html).

## 4. FACULTY

Faculty Rule\{ XE "Rules of the University Faculty" \} 3335-5-19 (http://trustees.osu.edu/rules/university-rules/rules5/ru5-19.html) 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\{ XE "department" \} include faculty (tenure track, clinical, and research) with compensated FTEs of at least $50 \%$ in the department. All votes are of equal weight. Voting rights in Appointments, Promotion and Tenure matters are as specified in the APT Document. Associated faculty, emeritus faculty\{ XE "emeritus appointment" \}, and faculty joint appointees with FTEs below $50 \%$ in this department are invited to participate in discussions on non-personnel matters, but may not
participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

The Department of Mechanical and Aerospace Engineering makes clinical faculty appointments. Clinical faculty\{ XE "regular research track (RRT) faculty" \} titles\{ XE "faculty titles" \} are Assistant Professor of Practice in Mechanical and Aerospace Engineering, Associate Professor of Practice in Mechanical and Aerospace Engineering, and Professor of Practice in Mechanical and Aerospace Engineering. Clinical faculty can comprise no more than $25 \%$ of the total tenure track faculty\{ XE "regular tenure track (RTT) faculty" \}. Clinical faculty may vote in all matters of department\{ XE "department" \} governance except tenure track promotion and tenure decisions. Voting rights in other Appointments, Promotion and Tenure matters are as specified in the APT Document.

The Department of Mechanical and Aerospace Engineering makes research\{ XE "research, scholarship" \} faculty appointments. Research faculty \{ XE "regular research track (RRT) faculty" \} titles\{ XE "faculty titles" \} are Research Assistant Professor of Mechanical and Aerospace Engineering, Research Associate Professor of Mechanical and Aerospace Engineering, and Research Professor of Mechanical and Aerospace Engineering. Research faculty can comprise no more than $10 \%$ of the tenure track faculty\{ XE "regular tenure track (RTT) faculty" \}. Research faculty may vote in all matters of department\{ XE "department" \} governance except clinical faculty promotion and appointment and tenure track promotion and tenure decisions. Voting rights in other Appointments, Promotion and Tenure matters are as specified in the APT Document.

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

## 5. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

Department support services are organized by function as follows:

- Department fiscal and H/R support
o Building coordination
o Front office management
- Undergraduate student services
- Graduate student services
- Instructional laboratory support
- Workshop (mechanical and electronic) support
- Instructional and research computing support
- Communications and alumni relations
- Administrative assistance for chair, program(s), research center(s), endowed chair(s)

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

## 6. OVERVIEW OF DEPARTMENT ADMINISTRATION AND DECISION-MAKING

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

## 7. DEPARTMENT ADMINISTRATION

### 7.1. CHAIR

The primary responsibilities of the chair\{ XE "chair, director" \} are set forth in Faculty Rule\{ XE "Rules of the University Faculty" \} 3335-3-35 (http://trustees.osu.edu). This rule requires the Chair to develop, in consultation with the faculty, a Pattern of Administration\{ XE "pattern of administration (POA)" $\}$ with specified minimum content. The rule, along with Faculty Rule 33356 (http://trustees.osu.edu) also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

Other responsibilities of the Chair\{ XE "chair, director" \}, not specifically noted elsewhere in this Pattern of Administration\{ XE "pattern of administration (POA)" \}, are paraphrased and summarized below.

- To have general administrative responsibility for department\{ XE "department" \} programs, subject to the approval of the Dean\{ XE "dean" \} of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and prudent management of funds and the hiring\{ XE "recruitment and hiring" \} and supervision of faculty and staff\{ XE "staff" \}.
- To plan with the members of the faculty and the Dean\{ XE "dean" \} of the college a progressive program including the formulation and implementation of plans for strategic development and growth of the department; to encourage research\{ XE "research, scholarship" $\}$ and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To make appropriate teaching and internal service assignments for faculty and staff.
- To evaluate faculty members annually in accordance with both university and department\{ XE "department" $\}$ established criteria; to inform faculty members when they receive their annual review $\{$ XE "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 appointments, promotions, dismissals, and matters affecting the tenure of members of the department\{ XE "department" \} faculty to the Dean\{ XE "dean" \} of the college, in accordance with procedures set forth in Faculty Rule\{ XE "Rules of the University Faculty" \} 3335-6 (http://trustees.osu.edu) and this department's APT Document.
- To represent or assign designated faculty representatives to represent the department at Departmental External Advisory Board meetings, College and University meetings as well as meetings external to the University; to develop and maintain productive relationships with employers of our graduates, other industrial and governmental organizations and alumni.
- To oversee that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; to listen and respond appropriately to the requests and problems of faculty, staff, students and others, and in general to lead in maintaining a high level of morale.
- To see that adequate supervision and training are given to those members of the faculty and staff\{ XE "staff" \} who may profit by such assistance.

Day-to-day responsibility for specific matters may be delegated to others, but the Chair\{ XE "chair, director" $\}$ retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the Dean\{ XE "dean" \}, Office of Academic Affairs\{ XE "Academic Affairs, Office of (OAA)" \}, and Board of Trustees\{ XE "Board of Trustees (BOT)" \}.

Operational efficiency requires that the Chair XE "chair, director" \} exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department\{ XE "department" \} academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The Chair will generally solicit the advice of the administrative team, associate chair(s), directors, or other relevant faculty committees on all educational and academic policy issues and will respect the principle of majority\{ XE "majority" \} rule. When a departure from majority rule is judged to be necessary, the Chair will explain to the faculty the reasons for the departure, ideally before action is taken.

### 7.2. ASSOCIATE 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 Chair, finalization of the master teaching schedule , finalization of teaching assignments for all faculty members, lecturers, and graduate teaching associates, personnel, fiscal, business matters, space and facilities allocations, representation of the department at college and university administrative meetings and events, and listening and responding to requests and problems of faculty, staff, students and others. All associate chairs shall assist the Chair with discipline-specific functions including initial teaching assignments to cover courses in the undergraduate (Mechanical Engineering and Aerospace Engineering) and graduate programs (Mechanical Engineering, Aerospace Engineering, and Nuclear Engineering), active involvement with the program advisory committee meetings described below, ABETrelated issues as appropriate, and meetings with external organizations and advisory boards.

### 7.3. DEPARTMENT PROGRAM ADVISORY COMMITTEES AND EXTERNAL ADVISORY BOARDS

The three academic disciplines residing in the department, mechanical, aerospace, and nuclear engineering, have individual Program Advisory Committees (PACs). The object and purpose of the PACs shall be to work in an advisory capacity with the administrative team, as well as the department Chair, to encourage and promote the interests of the respective disciplines. PAC members are selected following consultation with the administration team and Chair of the External Advisory Board. The charters of the advisory committees govern their structure and functions.

The Mechanical and Aerospace Engineering External Advisory Board (EAB) is an organization composed of departmental alumni and friends, and members are appointed by the Chair as noted below. The object and purpose of the board shall be to work with the department Chair in an advisory capacity to encourage and promote the overall department's progress and interests. The charter of the advisory board governs its structure and functions.

Members of the EAB are drawn from the three PACs, following consultation with the PACs and the associate chairs concerned. All three PACs should be represented fairly on the EAB.

### 7.4. DEPARTMENT COMMITTEES

Much of the development and implementation of the department\{ XE "department" \}'s policies and programs is carried out by standing and ad hoc committee\{ XE "ad hoc committees" \}s. The Chair $\{$ XE "chair, director" \} is an ex officio member of all department committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee. All department committees shall have fair representation of the three disciplines in the department.

The department shall have at least the following standing committees: an Undergraduate Studies Committee (which could be for each undergraduate program), a Graduate Studies Committee (which could be for each graduate program), a Promotion and Tenure Committee, a Space Allocations Committee, a Computer Committee, a Continuous Quality Improvement Committee,
and an Honors and Awards Committee. In addition, more formal or ad-hoc committees will be established whenever the Chair deems it to be necessary for the continued well-being of the department. All committees are advisory to the Chair of the department and/or through the Chair, to the department faculty. Except as indicated below, all committee members and chairpersons shall be appointed by the department Chair for one year terms commencing in the autumn term.

### 7.4.1 ADMINISTRATIVE TEAM

The Administrative Team shall comprise the Chair, Associate Chairs and Directors, and Business Manager. As an example, the team could comprise Associate Chairs for Administration, Undergraduate Programs, Graduate Programs, and may include Directors such as a Director for the Nuclear Engineering Program and a Faculty Director for Alumni Relations.

The Administrative Team will advise the department Chair on budgetary policy, personnel resources, and operational matters. The Administrative Team is responsible for long range planning, and for proposing administrative policies for approval by the faculty. It will meet at least once per academic term and as often as needed.

### 7.4.2 UNDERGRADUATE STUDIES COMMITTEES

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

The departmental representatives to the College Committee on Academic Affairs for each academic year will be appointed by the department Chair during the spring term of the preceding year.

### 7.4.3 GRADUATE STUDIES COMMITTEES

Each graduate program in the department shall be represented in a single Graduate Studies Committee (GSC) or have their own GSCs. The chair of the GSC(s) will be the Associate Chair of Graduate Programs or will be faculty members appointed by the department Chair. The ME Graduate Studies Committee (ME GSC) shall consist of at least five faculty members with level P status in the Mechanical Engineering graduate program, in addition to the committee chair, a student representative, and graduate program staff. Appointments of ME GSC faculty members are made by the department Chair in consultation with the committee chair. The composition of the committee should be such that various groups in the department are represented.

If there is an Aerospace Engineering Graduate Studies Committee (AE GSC), it could consist of at least two faculty members with level $P$ status in the Aerospace Engineering graduate program, in addition to the committee chair, and a student representative. Appointments of AE GSC faculty members are made by the department Chair in consultation with the committee chair, and will normally be for two-year terms. The composition of the committee should be such that all areas in the graduate program are represented.

If there is a Nuclear Engineering Graduate Studies Committee (NE GSC), it could consist of faculty members who have Graduate School status in the Nuclear Engineering Graduate Program, advise graduate students in the program, and teach a minimum of two nuclear engineering program courses during a two year period, and may also include a student representative. One individual not meeting the foregoing criteria may be elected by the Nuclear Engineering Graduate Faculty. The elected leadership of the Student Chapter of the American Nuclear Society will recommend three candidates for membership on the NE GSC, which will then select a student from this list. A prerequisite for student membership on the Graduate Studies Committee is successful completion of the PhD Qualifying Examination.

Each committee's responsibilities shall include, but not be limited to, those outlined in Section 24 of the Graduate School Handbook. The Committee will recruit and select prospective graduate students, recommend the award of fellowships and graduate teaching and research associateships to incoming students, guide graduate students in the application of national fellowships, ensure that the graduate curriculum and the program graduate study rules are kept current, administer the graduate examinations required by the program and the Graduate School, and carry out any other charges related to graduate studies that may be requested by the department Chair. The student representatives will not be eligible to attend discussion of matters relating to specific students, such as Ph.D. qualifying exam results, or to vote on those matters.

### 7.4.4 PROMOTION AND TENURE COMMITTEE

The Promotion and Tenure Committee, the Promotion Committee for clinical track faculty, and the Promotion Committee for research track faculty will have the composition and duties detailed in the department's APT Document. The Promotion Committee for clinical faculty and Promotion Committee for research faculty could comprise the Promotion and Tenure Committee supplemented if needed by up to two other Professors belonging to the tenure track or clinical [or research] track categories

### 7.4.5 SPACE ALLOCATIONS COMMITTEE

The Space Allocations Committee (SAC) consists of faculty members (at least two) appointed by the Chair, the department's Building Coordinator, and Business Manager. The Chair of the SAC will be appointed by the department Chair. The committee advises the department Chair on all matters relating to the utilization and renovation of space and facilities controlled by the department, and on all planning activities relating to new facilities. The committee is responsible for developing procedures for allocating space among instruction, research and service uses, and for equitably allocating research laboratory space according to department policies governing space allocation, faculty requests and needs, and department priorities.

### 7.4.6 COMPUTER COMMITTEE

The department Computer Committee will consist of at least three faculty members broadly knowledgeable about computing needs in the department as well as industry trends, and representatives (at least one) from the department computing staff, the committee chair being a faculty member appointed by the department Chair. The chair of the departmental Computer Committee will make recommendations to the department Chair and the faculty on computing issues that affect the department.

### 7.4.7 HONORS AND AWARDS COMMITTEE

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

### 7.5. DEPARTMENTAL RESEARCH AND INTEREST GROUPS

### 7.5.1 RESEARCH GROUPS

Research groups within the department foster a culture of engagement involving all faculty, research staff, and students by offering opportunities for dialog around common research interests. The research groups are expected to evolve with time and with interdisciplinary research interactions across campus. At present, the research groups are - advanced aerospace systems; advanced automotive systems; bioengineering; energy and environmental quality; design, materials and manufacturing; micro and nanotechnology; and nuclear science and engineering.

While research groups are free to devise their own means of interaction, they are expected to involve a core group of faculty who identify strongly with the research area and organize seminars that are tailored to their common research interests. Each core group will select a seminar committee and a seminar coordinator to oversee the seminar series for the academic year. The group seminar coordinators will work with department leadership to coordinate seminars across the department. It is anticipated that the number of seminars per semester for each group could range from four to six, with the department supporting the costs involved for up to two invited speakers per semester per group. A videoconference link between Scott Lab, ARC, CAR, and TRC, once in place, will allow for convenient seminar hosting and researcher and student participation on and off campus.

### 7.5.2 TECHNICAL INTEREST GROUPS IN MECHANICAL ENGINEERING PROGRAM

The Mechanical Engineering program in the department is organized into four technical interest groups. The groups are: Design and Manufacturing; Dynamic Systems; Energy, Fluid and Thermal Engineering; and Applied Mechanics. Faculty members from any of the three programs (Mechanical, Aerospace, and Nuclear Engineering) with interests in these areas can elect to be members in one or more of these groups. The chair of each interest group is elected for two years. The function of each technical interest group is to assist the Associate Chair(s) of the Undergraduate Programs in monitoring curriculum issues, help coordinate teaching plans when requested to do so, to promote other academic activities (graduate and undergraduate) in the technical area, and to provide an active forum for discussion of those activities. The interest groups may be consulted on course assignments, seminar speakers, faculty recruiting, etc. Recommendations of items for academic action will be forwarded to the appropriate Graduate or Undergraduate Studies Committees.

## 8. FACULTY MEETINGS

The Chair\{ XE "chair, director" \} will provide to the faculty a schedule of department\{ XE "department" \} faculty meeting\{ XE "faculty meeting" \}s at the beginning of each academic year. The schedule will provide for at least one meeting per term and normally will provide for more frequent meetings. The Chair will schedule regular faculty meetings at times so as to minimize conflicts with scheduled departmental classes. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of $25 \%$ of the department regular faculty. The Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The Chair will disseminate material presented at the faculty meetings to faculty through a secure departmental, college, or university website (e.g. Buckeye Box). These minutes may be amended at the next faculty meeting by a simple majority\{ XE "majority" \} vote of the faculty who were present at the meeting covered by the minutes.

Special policies pertain to voting\{ XE "voting" \} on personnel matters, and these are set forth in the department \{ XE "department" \}'s APT Document.

For purposes of discussing department\{ XE "department" \} business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum\{ XE "quorum" \} will be defined as one-third\{ XE "majority" \} of all faculty members eligible to vote.

Either the Chair XE "chair, director" $\}$ or one-third of all faculty members eligible to vote may determine that a formal vote conducted by ballot is necessary on matters of special importance. Balloting will be conducted by mail, e-mail, or other electronic means when necessary to assure maximum participation in voting\{ XE "voting" \}. When conducting a ballot, faculty members will be given at least a few days to respond. In the case of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote.

When a matter must be decided and a decision cannot be reached at a meeting of the faculty, the Chair $\{$ XE "chair, director" $\}$ will necessarily make the final decision.

The department\{ XE "department" \} accepts the fundamental importance of full and free discussion, but also recognizes that such a discussion can only be achieved in an atmosphere of mutual respect and civility. Normally department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. Robert's Rules of Order may be invoked when more formality is needed to serve these goals.

The Office of Academic Affairs has emphasized the need to ensure that faculty votes on major policies such as tenure and promotion represent views of faculty who participated in a very real sense in the process of deliberation that is expected to precede the voting. Voting rights on promotion and tenure issues will therefore be restricted to eligible faculty members who meet this requirement or faculty members who are on travel and participate in the meeting via conference call.

## 9. GUIDELINES ON FACULTY DUTIES AND RESPONSIBILITIES

The Office of Academic Affairs requires departments to have guidelines on faculty duties and responsibilities (OAA Policies and Procedures Handbook (http://oaa.osu.edu/handbook.html) Volume 1, Chapter 2, Section 1.4.5. The information provided below and attached MAE Faculty Teaching Load Policy supplement these guidelines.

During on-duty terms, faculty members are expected to be available for interaction with students, service responsibilities and other responsibilities even if they have no formal course assignment that term. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Faculty Professional Leave or other approved leaves (see Section 13). In the event that faculty members do have to be away while on-duty with an approved absence, it is
the responsibility of the faculty member to assure that the lectures, recitation sections, office hours, and assignments are properly delegated to another faculty member, GTA, or UTA as appropriate.

It is the policy of the department that all tenure track and clinical faculty members will participate in the instruction of both undergraduate and graduate students. The Standard Course load for fulltime tenure track faculty in the Department of Mechanical and Aerospace Engineering is two "standard" course sections per semester, or four during the academic year, in addition to the advising of graduate students. (The "standard" course section is defined below.) Teaching load is viewed as $60 \%$ of the total workload of a faculty member. The other $40 \%$ is normally regarded as being split equally among unfunded research activities and professional and administrative service activities such as serving on departmental standing committees and professional society activities. Faculty who do not participate in research activities may be asked to teach up to five "standard" course sections per academic year. Faculty who do not participate in service activities at any level, in addition to not participating in any research activities, may be asked to teach up to six course sections per academic year. A typical standard course section is 3.0 semester cr-hrs with enrollment of 40 students.

The standard course load for full-time clinical faculty in the department is three "standard" course sections per semester or six "standard" course sections per academic year (Autumn and Spring semesters). The department encourages participation of faculty of practice in administrative service activities such as serving on departmental standing committees and activities.

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

The department encourages participation of all faculty in professional activities. Such activities may include organizing conferences or specialized meetings, serving on society committees and national review panels, and serving on editorial review boards. Service on department, college, or university committees is expected of all faculty members.

It is expected that faculty members will perform service in support of the department, college, and university. On average, faculty members should be involved with at least 3 different types of service activities that are internal to the university, while newly hired assistant professors will be expected to perform less service. The number and types service activities for a given faculty member, including serving as a committee chair, will be listed in the annual report and updated as needed to the Department Chair. The Department Chair will then make assignments for the faculty member's teaching and internal service loads as deemed appropriate based on this accounting of service activities in the context of the needs of the department.

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

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy (http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf).

### 9.1. BASE TEACHING LOAD

At the beginning of each academic year, the department Chair will specify the actual number of "standard" courses to be taught by each tenure track and clinical faculty member, based upon the faculty category, the faculty member's annual report for the preceding calendar year, and the expected level of service activity, graduate student support and supervision for the academic year. The teaching base load for faculty members, in terms of "standard" courses, will typically vary from 4 to 6 courses (or 12 to 18 semester cr-hrs. Faculty members who have joint appointments will have a baseline responsibility defined by the percent appointment that they have in Mechanical and Aerospace Engineering.

The table below summarizes the base teaching loads ( $60 \%$ of work load for tenure-track faculty) for all tenure-track faculty with expected levels of scholarly activities.

Base Teaching Loads (for a 9 month Appointment)

| - | Tenure-track Assistant Professor, first 3 <br> years | One standard course in Year 1 and two <br> standard courses in Years 2 \& 3 with <br> teaching reduction shown below except <br> RA and first time teaching reductions |
| :--- | :--- | :--- |
| -Tenure-track Assistant Professor after <br> \& during year of tenure review | Four standard courses per year with <br> potential teaching reduction shown <br> below |  |
| - Associate Professor |  |  |
| - Professor | Three standard courses per semester or <br> - Assistant Professor of Practice <br> - Associate Professor of Practice | and Spring semesters) with potential <br> teaching reduction shown below |
| - Professor of Practice |  |  |

The Department Chair and associate chairs will determine the specific teaching assignments. The assignments will be made using the teaching load and workload policy as a guideline ${ }_{2}$ recognizing that is not practical to develop an algorithm that takes into account all aspects of teaching and service. In addition to balancing out the overall workloads, an effort will be made to place the most appropriate faculty members in individual courses and to ensure that multiple faculty members are experienced in teaching the various undergraduate courses. Faculty members active in funded research will, on average, teach fewer courses in accordance with the base teaching load reduction guidelines shown below.

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

### 9.2. REDUCTION IN BASE TEACHING LOAD

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

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

Reduction in Base Teaching Load

| Administrative Services: <br> $\bullet ~ C h a i r ~ o f ~ P \& T ~ c o m m i t t e e ~$ | Two to three standard courses reduction <br> and no carryforward |
| :--- | :--- |
| Release Time: | One standard course reduction for 16.7\% <br> release. The reduction is computed and <br> recorded in increments of 0.1 credit- <br> hour. Carryforward is allowed. |
| Research Associate (RA) Support: <br> $\bullet ~ n o n-d e p a r t m e n t a l ~ s u p p o r t e d ~ R A s ~ o n l y ~$ | RA months/36 = standard course <br> reduction. The reduction is computed <br> and recorded in increments of 0.1 credit- <br> hour. Maximum one standard course <br> and no carryforward is allowed. |
| Chair’s Discretion: <br> $\bullet$ <br> - Associate chairs \& NE program <br> director | The work and teaching loads associated <br> with many activities vary greatly, and it <br> is not possible to allocate a single course <br> e College and University services <br> - Special circumstances (e.g. FML) <br> - Mentorship of junior faculty |
| circumstances. Therefore, the chair will |  |
| have discretion in adjusting individual |  |
| workload and teaching load totals |  |

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

### 9.3. TEACHING LOAD ASSESSMENT CRITERIA

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

### 9.4. STANDARD COURSE EQUIVALENCE FOR RELEASE TIME SUBMITTED

Faculty with sponsored research projects will be released from other duties in proportion to the amount of time bought out. The amount of release is based on the release time funds faculty members have submitted during the year. To buy out of one Standard Course, the faculty member must submit the equivalent of 1.5 month's salary in release time funds during the year (that is, equivalent of $1 / 6$ of the annual salary for a nine month appointment). Faculty members are encouraged to turn in release time on a continual basis and their duties will be reduced over the course of the year as a function of the release time funds submitted. During any given term, however, it may not be possible to buy out of a given course if a qualified substitute instructor is not available. This reduction is included in carryforward.

### 9.5. RESEARCH ASSOCIATE SUPPORT

Faculty with sponsored research projects will be released from other duties (e.g., service, teaching) when supporting research associates (RAs) on these sponsored research projects. The amount of release is based on the equation RA months/36 = one equivalent standard course reduction. The reduction is computed and recorded in increments of 0.1 equivalent standard course. It is preferred that these graduate RAs be enrolled in the department. This reduction is not included in carryforward. Maximum reduction is one standard course per faculty per year.

The amount of release is based on the table below. The emphasis is placed on supporting PhD students, who are the main drivers of the research production of our laboratories and department as a whole. Post-doctoral researchers, M.S. and UG students performing research theses also contribute to the research mission and reputation of the laboratory and department, and therefore are also counted. The total research associate support for individual faculty is determined by summing the credit of all the researchers advised/mentored. For instances of co-advising, each advisor will divide the credit evenly.

| Rank | Credit | Comment |
| :--- | :--- | :--- |
| PhD | 1.0 | All PhD students regardless of department, <br> source of support, or status (i.e. pre- or post- <br> candidacy |
| M.S | (a.5 | $\bullet$ for MAE M.S. students <br> $\bullet$ <br> •for non-MAE M.S. students |


| Post-doctoral <br> researcher | 0.5 | Regardless of source of support |
| :--- | :--- | :--- |
| UG researcher | 0.25 | MAE UG working towards thesis |

### 9.6. CHAIR'S DISCRETION

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

### 9.7. PARENTAL 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's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the college pattern of administration at (http://oaa.osu.edu/governance.html) for details.

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

## 10. COURSE OFFERINGS AND TEACHING SCHEDULE

The department \{ XE "department" \} Chair\{ XE "chair, director" \} will annually develop a schedule of course offerings\{ XE "course offerings" \} and teaching\{ XE "teaching" \} schedules\{ XE "teaching schedules" \} in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule\{ XE "Rules of the University Faculty" \} 3335-8-17 (http://trustees.osu.edu) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught
by at least two faculty members across terms of offering to assure that instructional expertise is always available for such courses.

## 11. FACULTY MENTORING PROGRAM

### 11.1. OBJECTIVES OF THE PROGRAM

The mentoring program for tenure-track, clinical and research assistant and associate professors is intended as a follow up to the major effort that goes into the hiring of new faculty members by the department. Participation in the program is encouraged, but is not mandatory and is made available to new faculty members as an option. The mentoring program is intended to help monitor their progress as they try to meet expectations for promotion. One or two different mentors would advise each mentored faculty member. One mentor would be responsible for advising and evaluating teaching, while the other would be responsible for advising and evaluating research, if applicable. Both of these roles could be served by one mentor or shared by both mentors. The mentor's role would be to serve as an experienced and trusted advisor willing to help the mentored person obtain promotion and/or tenure in the department. Mentors would be assigned by the department Chair with the agreement of the participants. The mentoring program is expected to be helpful to the mentored faculty member as well as the department.

### 11.2. DUTIES OF THE MENTORS

It is anticipated that the mentor (or mentors) will attend one lecture each academic term and then meet with the mentored faculty member to discuss and evaluate the class. The mentor (or mentors) will also evaluate potential publications and grant proposals with the mentored faculty member. Mentor(s) will meet each year with the candidate to informally summarize their observations, and will also convey their observations to the department Chair.

### 11.3. DUTIES OF THE MENTORED FACULTY MEMBER

Each mentored faculty member will be asked to approve (and possibly be involved in) the selection of mentors. Responsibility for implementation of the program is equally shared between mentor(s) and mentored faculty member.

## 12. ALLOCATION OF DEPARTMENT RESOURCES

The Chair XE "chair, director" \} is responsible for the fiscal and academic health of the department \{ XE "department" \} and for assuring that all resources-fiscal, human, and physicalare allocated in a manner that will optimize achievement of department goals.

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

Research space shall be allocated on the basis of research\{ XE "research, scholarship" \} productivity including external funding and will be reallocated periodically as these facultyspecific variables change.

The allocation of office space will include considerations such as achieving proximity of faculty in subdisciplines and productivity and grouping staff $\{$ XE "staff" \} functions to maximize efficiency.

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

## 13. LEAVES AND ABSENCES

The university's policies and procedures with respect to leaves\{ XE "leaves" \} and absences\{ XE "absences" \} are set forth in the OAA\{ XE "Academic Affairs, Office of (OAA)" \} Policies and Procedures Handbook (http://oaa.osu.edu/handbook.html) and Office of Human Resources\{ XE "Office of Human Resources (OHR)" \} Policies and Forms website, https://hr.osu.edu/policiesforms. The information provided below supplements these policies.

### 13.1. DISCRETIONARY ABSENCE

Faculty are expected to complete a travel request or an Application for Leave form (https://eleave.osu.edu) well in advance of a planned absence (for attendance at a professional meeting, for interactions with sponsors, 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\{ XE "chair, director" \} 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\{ XE "absences" \} in a particular term is substantial. Rules of the University Faculty require that the Office of Academic Affairs\{ XE "Academic Affairs, Office of (OAA)" \} approve any discretionary absence longer than 10 continuous business days (See Faculty Rule 3335-5-08) and must be requested through an Application for Leave form.

### 13.2. ABSENCE FOR MEDICAL REASONS

When absences\{ XE "absences" \} for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the Chair\{ XE "chair, director" \} know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave\{ XE "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\{ XE "Office of Human Resources (OHR)" \} Policy 6.27 (http://hr.osu.edu/policy/policy627.pdf

### 13.3. UNPAID LEAVES OF ABSENCE

The university's policies with respect to unpaid leaves\{ XE "leaves" \} of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45 (https://hr.osu.edu/public/documents/policy/policy645.pdf).

### 13.4. FACULTY PROFESSIONAL LEAVE\{ XE "Faculty Professional Leave (FPL)" \}

Information on faculty professional leaves (FPL) is presented in the OAA Policy on Faculty Professional Leaves (http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf). The information provided below supplements these policies.

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

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

The Chair will review all requests for faculty professional leave and make a recommendation to the Dean\{ XE "dean" \} of the college based on the quality of the proposals, their potential benefits to the department\{ XE "department" \} and to the faculty members, as well as the ability of the department to accommodate the leave at the time requested.

### 13.5. SPECIAL RESEARCH ASSIGNMENTS

Information on faculty special research assignments (SRA) is presented in the OAA Policy on Faculty Professional Leaves (http://oaa.osu.edu/assets/files/documents/specialassignment.pdf). The information provided below supplements these policies.

SRAs are normally one term in length and are designed to provide a faculty member time away from classroom teaching and some other responsibilities in order to concentrate effort on research. SRAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SRAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a term in duration but more than a week or two provided classroom teaching is not disrupted.

Reasonable efforts will be made to provide SRA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the
department, and the need to assure that sufficient faculty are always present to carry out department work.

Faculty members who desire an SRA should discuss the matter with the department Chair during their annual evaluation or as soon thereafter as possible. The department Chair will indicate whether submission of a full proposal articulating the purpose and nature of the SRA is appropriate. The Chair will normally announce decisions regarding SRAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility. Since SRAs must also be approved in advance by the Dean, submission of proposals must allow ample time for this approval.

## 14. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting (http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf). The information provided below supplements these policies.

The MAE department \{ XE "department" \} adheres to these policies in every respect. In particular, this department expects faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other incomeenhancing opportunities. All activities providing supplemental compensation\{ XE "supplemental compensation" \} must be approved by the department Chair\{ XE "chair, director" \} and Dean regardless of the source of compensation\{ XE "compensation" \}. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is university policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

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

## 15. FINANCIAL CONFLICTS OF INTEREST

Information on faculty supplemental compensation is in the university's Policy on Faculty Financial Conflict of Interest (http://orc.osu.edu/files/2013/02/Policy-on-Faculty-Financial-Conflict-of-Interest.pdf). A conflict of interest\{ XE "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\{ XE "research, scholarship" \}.

Faculty members are required to file conflict of interest $\{$ XE "conflict of interest" $\}$ screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest\{ XE "financial conflicts of interest" \}. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

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

## 16. GRIEVANCE PROCEDURES

Members of the department $\{$ XE "department" \} with grievances should discuss them with the Chair\{ XE "chair, director" \} who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. The content below describes the procedures for the review of specific types of complaints and grievances.

### 16.1. SALARY GRIEVANCES

A faculty or staff $\{$ XE "staff" \} member who believes that his or her salary is inappropriately low should discuss the matter with the Chair\{ XE "chair, director" \}. 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 XE "chair, director" \} and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs\{ XE "Academic Affairs, Office of (OAA)" \} Policies and Procedures Handbook, http://oaa.osu.edu/handbook.html).

Staff members who are not satisfied with the outcome of the discussion with the Chair\{ XE "chair, director" \} and wish to pursue the matter should contact Consulting Services in the Office of Human Resources\{ XE "Office of Human Resources (OHR)" \} (www.hr.osu.edu/).

### 16.2. FACULTY MISCONDUCT

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule\{ XE "Rules of the University Faculty" \} 3335-5-04 (http://trustees.osu.edu).

### 16.3. FACULTY PROMOTION AND TENURE APPEALS

Promotion and tenure appeals\{ XE "appeals" \} procedures are set forth in Faculty Rule\{ XE "Rules of the University Faculty" \} 3335-5-05 (http://trustees.osu.edu).

### 16.4. SEXUAL MISCONDUCT

The university's policy and procedures related to sexual misconduct are set forth in OHR\{ XE "Office of Human Resources (OHR)" \} Policy 1.15 (https://hr.osu.edu/public/documents/policy/policy115.pdf).

### 16.5. STUDENT COMPLAINTS

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

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the Chair\{ XE "chair, director" \} and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct\{ XE "academic misconduct" \} must be brought to the attention of the University Senate Committee on Academic Misconduct (http://oaa.osu.edu/coam.html\{ XE "Academic Misconduct, Committee on (COAM)" \} and http://senate.osu.edu/committees/COAM/COAM.html).

### 16.6. CODE OF STUDENT CONDUCT

In accordance with the Code of Student Conduct (https://trustees.osu.edu/rules/code-of-studentconduct/) faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct.

## APPENDIX

## MAE FACULTY WORKLOAD POLICY

A summary of the procedure used for determining the teaching load is given here.
The basic teaching load is determined by five factors:

1) Base responsibility
2) Courses carried forward from previous year
3) Release time submitted
4) Total standard sections assigned
5) Research associates supported

A Standard Course is defined to be a 3 credit-hour lecture course with 40 students.

## BASE RESPONSIBILITY

The base responsibility per academic year may vary from 1 to 6 Standard Courses, depending on the service and research activities of the faculty member. The base responsibility is determined by the department Chair and/or Associate Chairs at the beginning of autumn semester. The number is based on the annual report submitted by the faculty member in addition to any special assignments that the Chair may make. The base responsibility takes into account all activities of the faculty member such as

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

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

## COURSES CARRIED FORWARD

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

## RELEASE TIME SUBMITTED

Faculty with sponsored research projects will be released from other duties in proportion to the amount of time bought out. The amount of release is based on the release time funds faculty members have submitted during the year. To buy out of one Standard Course, the faculty member must submit the equivalent of 1.5 month's salary in release time funds during the year (that is, equivalent of $1 / 6$ of the annual salary for a nine month appointment). Faculty members are encouraged to turn in release time on a continual basis and their duties will be reduced over the course of the year as a function of the release time funds submitted. During any given semester, however, it may not be possible to buy out of a given course if a qualified substitute instructor is not available. This reduction is included in carryforward.

## TOTAL EQUIVALENT SECTIONS ASSIGNED

## Teaching credit algorithm description:

A standard course in a semester is defined to be three credit hours with forty students enrolled. The algorithm described below results in the standard course equivalence, $N_{S C}$, for a given course taught. This depends on the number of credit hours, the number of students enrolled and the type of instructional support that was provided for the course: GTA, UTA and/or Grader. The algorithm is based on an estimate of the time spent over a semester by the instructor to deliver the course. The standard course equivalent is the ratio of that estimate to the estimate of the number of hours spent to deliver a standard course, times a factor, diff, which accounts for a number of special situations. The unit for time is hours and time spent delivering the course is divided into three categories: class preparation and delivery, office hours, and grading examinations.

## Time spent in class preparation and delivery:

This time is independent of the instructional assistance by GTA, UTA or Grader. Class delivery time is the number of weeks in the semester (14) times the credit hours of the course and class preparation time is assumed to be $80 \%$ of class delivery time.

## Time spent in office hours:

It is assumed that a nominal class size of 40 will require one and a half hours of office hours per week. It is further assumed that for class size greater than 40 the time spent will vary linearly on the enrollment with a slope such that for an enrollment of 70 the time spent will be two and a half hours. If there is GTA or UTA assistance it is assumed that they will hold office hours and reduce the office hour load of the instructor by a factor to be determined.

## Time spent on grading:

For enrollments less than 40 no grading assistance will be provided by the department and grading therefore includes examinations and homework. Due to the nature of the assignments in the computational technical electives, the assigned GTAs will assist in the grading. Those courses are dealt with separately through the diff factor (see below). For enrollments greater than 40 there is grading assistance available for homework and if the course has a GTA or UTA they may assist in the grading of examinations. Hence the grading done by the instructor is just the examinations. It is also assumed that grading time does not depend on the credit hours, but only on the enrollment and whether there is assistance from a GTA or UTA in grading examinations. Without any assistance and assuming the nominal situation of two midterms and one final examination we take the time spent over the entire semester to be 0.7 times the enrollment. That amounts to 28 hours total in grading examinations over the semester for an enrollment of 40.

For enrollments greater than 40 the grading time will be (0.7)(40)=28 plus $\mathrm{k}(0.7)(\mathrm{n}-40)$. The factor k takes into account the grading assistance. No assistance will correspond to a factor of 1 , and the factors decrease from there with increased assistance in the form of (a) Grader, (b) UTA, (c) UTA and grader or GTA, and (d) GTA and grader. The factors for these different amounts and type of assistance are to be determined.

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

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

1. If the course is being taught for the first time
2. If the course is being developed or changed substantively
3. If the course involves instructor grading of computer codes, as in the computational technical electives.
4. If the course is co-taught by more than one instructor then diff equals the fraction of the course taught by that instructor.
Also if an instructor teaches two sections of the same course then their credit will be reduced by the preparation time that is not necessary for the second section. The values of diff (greater than one) for the first three situations above are to be determined.

## Capstone Design and Laboratory Course Teaching Credit

It is recognized that course, team and/or laboratory administration and coordination with GTAs and the lecture/content portion of the course, and team advising itself require a large number of contact and other hours per week which are not needed for a typical lecture course. Separate accounting will be made for the two types of courses, the details of which are to be determined.

