

**Pattern of Administration  
for  
The Ohio State University  
School of Environment  
and Natural Resources**

Approved by the Office of Academic Affairs: August 19, 2020

# School of Environment & Natural Resources

## Pattern of Administration

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## I. FOREWORD

This document describes the organizational structure of the School of Environment and Natural Resources' (School). It also provides a compilation of the School's major policies and procedures that affect School faculty as an administrative and tenure-initiating unit (School) within the Ohio State University's College of Food, Agricultural, and Environmental Sciences. This document is intended to provide the link between specific *Rules of the University Faculty* (Rules) and to supplement current policies and procedures of the College and University<sup>1</sup>. This *Pattern of Administration* document is subject to continuing revision. There will be occasions when changes in College and University policies will supersede some of the policies contained in this document. It is the responsibility of the Director as well as the faculty to periodically review this document and revise it as necessary. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the 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.

The reputation, productivity, and functioning of any academic unit is contingent on the quality and synergistic relationships of its faculty. Ideally, the School should be a community of scholars whose pursuit of their own intellectual interests and goals help advance the mission of the unit (and vice versa). As with any community, a shared understanding of expectations and commitment to the common good is critical to achieving individual and collective excellence and well-being. This document articulates the structures and procedures for self-governance in the School and reflects our desire to create an environment that balances productivity and cooperative pursuit of our common goals.

Although this community of teachers and scholars is discipline-based, the School's programs integrate these and other disciplines into a variety of curricula, research, and extension outreach programs. Scholarship shall be the hallmark of each of these program functions and shall be defined as creative intellectual work that is validated by peers and impactful on diverse audiences. The School recognizes and values the opportunity to advance scholarship in teaching, integration, synthesis, and application, and that this rests on the scholarship of discovery.

To that end, all faculty in the School are allocated time for discovery in order to provide advances in one or more of the following scholarly areas.

- Scholarship of Discovery – original research and products of intellectual inquiry, including both fundamental or basic research and strategic or applied research executed either independently or collaboratively.
- Scholarship of Teaching – dissemination and extension of scholarship for human development and benefit.
- Scholarship of Integration or Synthesis – knowledge takes on meaning when placed in larger context and is integrated or synthesized with other knowledge and disciplines.

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<sup>1</sup> Bylaws of the Board of Trustees; Rules of the University Faculty <https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules>; Graduate School Handbook; College of Agriculture Policy Series.

- Scholarship of Application – relating theories and knowledge to the problems, issues and realities of life.

## II. VISION AND MISSION

### A. Premise

Cohen<sup>2</sup> has stated that basic ecology married to human purpose begets applied ecology, the aim and objectives of which are to satisfy human desires and wants. People's sustenance and well-being, therefore, are inextricably linked to the earth and its endowment of natural resources. But because people often over-utilize or mismanage natural resources through poor governance, expediency, ignorance, and/or economic stress, the natural resource base and ecological processes that sustain this base become compromised. It is the School's premise that the sustainability of humankind's well-being is predicated on the wise use and management of its natural resource base and the maintenance of the integrity of those social and ecosystem processes that sustain and undergird this natural resource base. This premise was also espoused by Aldo Leopold<sup>3</sup> who stated that "the practice of conservation must spring from a conviction of what is ethically and aesthetically right, as well as what is economically expedient. A thing is right only when it tends to preserve the integrity, stability, and beauty of the community, and the community includes the soil, waters, fauna, and flora, as well as people."

### B. Our Concept

The School of Environment and Natural Resources is an interdisciplinary program addressing natural resources sciences for the well-being of society and the biosphere. The School's foundation is its interdisciplinarity, coupling the natural sciences with the social sciences and human dimensions of sustainable natural resources management for the well-being of people and society.

### C. Our Vision

*A productive society in harmony with a sustainable and healthy environment.* The School of Environment and Natural Resources will be guided by the enduring vision of a productive society whose use of its resources is in harmony with an environment that is sustainably managed with a deeply held stewardship ethic.

### D. Our Mission

To enhance and impart knowledge of natural and social systems and their essential relationships in the context of natural resource use and management and to continuously improve the academic strength of the School through effective teaching, including extension teaching, sound research, and hiring the best possible faculty.

### E. Goals

The School's goals are to 1) provide leadership, 2) educate students and the public, and 3) generate new knowledge through research and integrate new and existing knowledge/data sets in order for individuals and society to utilize and manage natural resources in an environmentally compatible and socially acceptable manner. These goals are achieved through the development and application of science- and research-based

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<sup>2</sup> Cohen, J.E. 1995. How Many People Can the Earth Support? W.W. Norton and Co., Inc. N.Y. p. 248.

<sup>3</sup> Leopold, A. 1947. The Ecological Conscience. Wisc. Cons. Bull. 12(12):4-7.

management strategies, practices, and policies. These goals are also achieved by hiring high quality faculty who execute effective scholarship in all its forms for a variety of disciplines and programs that integrate the natural and social sciences. The School provides the academic home where natural sciences and social sciences are brought together to address these goals.

### **III. ACADEMIC RIGHTS AND RESPONSIBILITIES**

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

### **IV. FACULTY MEMBERSHIP**

#### **A. Faculty Membership – General**

Faculty membership in the School shall include tenure-track and non-tenure-track faculty (including research, professional practice, visiting, and adjunct faculty, and lecturers) as defined by Faculty Rule [3335-5-19](#). All faculty with non-tenure track appointments, and faculty with administrative appointments, must be approved by the tenure-track faculty (see Section VI.B.5).

#### **B. Tenure-Track Faculty**

These are persons with the titles of professor, associate professor, assistant professor, and instructor who serve on appointments totaling fifty percent or more service to the University. Tenure-track faculty include faculty at regional campuses with the School as their tenure-initiating unit.

#### **C. Professional Practice Faculty**

These are practitioners with the titles of Professor of Professional Practice, Associate Professor of Professional Practice, and Assistant Professor of Professional Practice in Environment and Natural Resources with fixed-term contract appointments that do not entail tenure. Professional Practice faculty will be primarily engaged in teaching courses and in programs that train and educate students striving for careers in the environment and natural resources. Professional Practice faculty are also expected to play a role in total curriculum planning, to advise students and provide individual and group mentoring, to engage with stakeholders, and to design and deliver continuing education opportunities.

Professional Practice faculty may not comprise more than 15% of the number of tenure-track faculty in the School.

#### **D. Research Faculty**

These are persons with the titles of research professor, research associate professor, and research assistant professor with fixed-term contract appointments that do not entail tenure. Research faculty must be engaged in research related to the mission and goals of the School.

Research Faculty may not comprise more than 20% of the number of tenure-track faculty in the School.

### **E. Associated Faculty – General**

Associated faculty are persons with adjunct titles, visiting titles, and lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling less than fifty per cent service to the university. Associated faculty appointments may be made for a maximum of three consecutive years and may be renewed.

#### **1. Adjunct Faculty**

Adjunct titles shall be used to confer faculty status on individuals who have credentials comparable to tenure-track faculty of equivalent rank, who provide significant, compensated or uncompensated service to the instructional and/or research programs of the University, and who need a faculty title to perform that service. Significant service would include teaching or assisting in the teaching of the equivalent of one or more courses, providing seminars with a frequency of at least annually, serving on graduate committees, and/or serving as a co-investigator or providing substantive collaboration on a research project. Such individuals may be either non-University employees or university employees compensated on a non-instructional budget.

#### **2. Visiting Faculty**

Visiting titles shall be used to confer faculty status on individuals who have credentials comparable to faculty of equivalent rank at another institution who spend a limited period of time on formal appointment and in residence at this institution for purposes of participating in the instructional and research programs of the School. Visiting faculty titles will be commensurate with the academic title of the visiting faculty member's academic institution.

#### **3. Lecturers and Faculty with Tenure-track titles on less than 50% FTE**

These faculty include lecturers and senior lecturers and faculty with tenure-track titles below 50 percent appointments and visiting faculty. These may be continuing appointments (FR [3335-5-19-1.1](#)) with appointment terms of up to 36 months.

### **F. Emeritus Faculty**

These are persons who have served the University as tenure-track, professional practice, or research faculty who, upon retirement from the University, were recommended by the School Director, the Dean and the Executive Vice President and Provost for emeritus status. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters, but may have such other privileges as the School or the Office of Human Resources may provide.

### **G. Courtesy, Non-Compensated (No-Salary) Faculty**

Courtesy appointments for tenure-track, professional practice, or research, faculty in tenure initiating units (TIU) outside the School will utilize the faculty member's title as designated by his/her TIU. Courtesy faculty are expected to contribute significantly through substantial involvement in the academic work of the School. Courtesy appointments do not require formal annual review.



## V. SCHOOL ORGANIZATION AND STRUCTURE

### A. General

Faculty Rule [3335-3-34](#) (D) (3) provides for a school to be organized or subdivided into subunits. The complexity of the School of Environment and Natural Resources is manifested through its mix of disciplines, specialties, and programs that vary in size, composition, and program focus. To facilitate the administration of, communication between, and collaboration among, faculty comprising these disciplines, specialties, and programs, it is necessary to have some organizational hierarchy or subgrouping of faculty. The School will primarily rely on several standing committees to bring this disciplinary diversity together, with a leadership team focused on both administrative and strategic needs of the School. The School will rely on less formally delineated faculty groups to address more topical and disciplinary oriented needs.

### B. Organization Hierarchy

#### 1. Purpose and Objectives

The purpose and objectives of the School's organizational hierarchy are to: (1) aid the Director in the administration of a large and complex academic unit; (2) provide a small group mechanism for faculty involvement and input into the policies and functioning of the School; (3) foster communication among the faculty and administration; (4) promote program interdisciplinarity; and (5) provide a "home" for faculty with common disciplines and/or program interests. The School will rely on a combination of formal and informal processes to manage its affairs. The executive leadership team will be the formal leadership structure through which administrative and strategic action is determined while a more informal faculty group structure will be utilized to allow for more grassroots development and input into programmatic goals of the School.

#### 2. Executive Leadership team

The School's executive leadership team will be comprised of the Director, Associate Director for Columbus, Associate Director for Research and Wooster Operations, Chair of Graduate Studies; Chair of Academic Affairs and the School Secretary (the undergraduate program director). The leadership team will meet regularly to address administrative, operational and strategic matters as well as help plan faculty meeting agendas. Standard Operating Procedures (SOPs) will be established by the Leadership team and these SOPs will be shared with the faculty.

#### 3. Academic Program Areas – Faculty Groups

There are times when the School will require programmatic and discipline-oriented discussions. The purpose of these academic program areas is not to establish formal administrative units such as divisions or departments.

The School's mix of faculty disciplines, subject matter specialties, and programmatic foci lends itself to multiple faculty groups. A faculty group is a subset of the entire faculty with a focus on a definable component of the curriculum or a shared disciplinary or subject matter focus. A faculty group can be designated by the Director to align with curricular or programmatic needs or it can be proposed by a group of three or more faculty by submitting a brief

description of the program area or faculty group to the Executive Leadership Team for approval. Leadership of most faculty groups will be provided by a member of the Academic Affairs Committee or Graduate Studies Committee whose expertise aligns with the faculty group.

Faculty may identify with, participate in, or be members of multiple academic program areas and faculty groups since they are not mutually exclusive, either academically or programmatically.

#### **4. Functions-Administrative Relationship of Faculty Groups**

The purpose of these faculty groups is to provide an informal organization of the School's faculty for effectively discussing programmatic and curricular needs and communicating these needs to the School's administration and leadership team. Faculty groups can be tasked with responsibilities initiated from faculty meetings or will be relied upon to develop ideas to bring to the Director, Executive Leadership Team or Faculty meetings.

The faculty groups will be the organizational framework upon which the Director will depend for soliciting input on equipment priorities, faculty and staff position priorities, budget and development priorities, and other program needs. These faculty groups will be one of the first lines of communication for programmatic input to the Director and executive leadership team, even though such input and programmatic-staffing priority recommendations will come before the faculty of the whole as set forth in Sections VI.B.6, VI.C.1.a, and VI.C.1.b.

#### **5. Faculty Group Leaders**

Faculty group leadership will generally be led by the appropriate specialization representative from the Graduate Studies Committee or the Academic Affairs Committee, although a faculty group could opt to identify an alternative leader. It is the faculty group leader's responsibility to convene meetings of the faculty group, chair meetings, lead or initiate discussion on issues, and be the administrative contact person for the faculty group. The Chair of Graduate Studies and the Chair of Academic Affairs will be the primary points of contact for curriculum related tasks of faculty groups, otherwise, the Director or Associate Director for Columbus shall serve as the primary points of contacts for other substantive matters. Faculty group leadership should not be construed as an administrative appointment; nor should such a role preclude any faculty member from having access to the Director at any time. Faculty groups should identify the faculty group leader at the start of each academic year

## **VI. DECISION-MAKING AND GOVERNANCE**

### **A. General**

Policy and program decisions are made in a number of ways: by the School faculty as a whole; by standing or special ad hoc committees; the executive leadership team and/or by the Director. The nature and importance of any individual matter determines how it is addressed. School governance proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be.

Open discussion, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance.

## **B. Meetings of the Faculty**

Faculty meetings are convened for the purpose of: 1) formally acting on faculty appointments and recommendations pertaining to academic policies and programs; 2) discussing and formulating policy initiatives and program changes initiated by the Director, individual faculty, faculty groups, and/or standing/ad hoc committees; and 3) providing and transmitting information on matters of School interest.

### **1. Convening Faculty Meetings**

The Director will normally convene a monthly gathering of the faculty during the academic year. Meetings shall be held no less frequently than once each semester during the academic year (Rule [3335-5-18](#)). For emergency or special meetings, as much prior notice as possible will be given, preferably at least 48 hours. Meetings of the faculty can be convened by written petition to the Director of at least 25 percent of the faculty eligible to vote (referred to as “eligible” hereafter; see Section VI.B.5 below). One month of each semester is reserved for the Chair of Graduate Studies to call a meeting of the graduate faculty members.

### **2. Agenda and Minutes**

An agenda will be prepared for each meeting and written minutes will be kept by the Director’s Administrative Assistant and distributed from previous meetings at least 24 hours in advance of the next meeting. Minutes will be reviewed and approved as part of the faculty meeting agenda and maintained as a permanent record.

### **3. Who May Attend Meetings of the Faculty**

All eligible faculty and associated faculty appointed within the School are allowed to attend and participate in meetings of the faculty, except when the voting faculty meets in executive session (Refer to Section VI.B.7).

### **4. Quorum**

A quorum shall consist of at least one-half of the School’s tenure track faculty at a previously announced (minimum 48 hours) faculty meeting. Absentee ballots or proxy votes on action items contribute to the quorum.

### **5. Voting Eligibility**

Special policies pertain to voting on personnel matters, and these are set forth in the School’s Appointments, Promotion and Tenure Document. For purposes of discussing School business other than personnel matters, and for making decisions where consensus is not possible, faculty eligible to vote include tenure-track, clinical, or research appointments whose salary, or any portion thereof, is budgeted through the School. Courtesy faculty, staff and student representatives are not eligible to vote, but are expected to participate fully in all discussions as set forth in Section VI.B.3.

### **6. Voting-Parliamentary Procedure**

Decision-making in the School shall be based on the principles of 1) full disclosure on all issues, 2) provision for open discussion and input from all

faculty, administrators, and representatives of staff, and students, 3) the seeking of consensus on issues where possible, and 4) voting on issues where consensus cannot be reached and/or where motions and committee recommendations require approval. While parliamentary procedure shall follow Robert's Rules of Order, parliamentary procedure should remain a tool of civility in setting the best course for the School and adopting policies and recommendations for the good of the School. The complexity and broad spectrum of disciplines, programs, and interests in the School will always result in faculty majorities and minorities on many issues. While full disclosure and debate will be adhered to as a principle of governance in the School, the Director must be the final decision-maker and provide the leavening for the total School's interests as opposed to the interest of a particular entity that may have a duly constituted majority as affirmed via parliamentary procedure.

## C. School Governance

### 1. Director-Authority and Responsibility

The Director is responsible for the general administration of the School's programs as set forth in Faculty Rule [3335-3-35](#). Each member of the faculty shall be responsible to the Director (Rule [3335-1-03](#)[D]) for the faithful and efficient performance of his/her duties. In accordance with the policies of the OSU Board of Trustees as set forth in the Rules, all administrative matters related to the School (e.g. appointments, recommendations, budget and resource requests, etc.) are forwarded to the appropriate administrative officer of the College and University by the School Director. While it is recognized that the Director's function is not to rule dictatorially, the authority and responsibility to administer the School and its programs are vested in the Director. Nevertheless, it is incumbent upon the Director to provide for faculty consultation as set forth in Sections VI.B.6. and VI.C.1.a.

#### *a. Consultation with Faculty*

The Director will consult with the faculty as a whole on all academic policy matters, faculty appointments (including courtesy and associated faculty), strategic plans, and structural changes in the School (as opposed to administrative procedures and responsibilities, see Section VI.C.1.d.), and such consultation will, whenever practicable, be undertaken at a meeting of the faculty as a whole. In principle, it will be understood that the faculty must be provided a forum for making input to the Director on matters pertaining to those issues set forth above.

#### *b. Faculty Majority Rule Related to Director's Authority*

While the presumption favoring majority faculty rule on all matters is recognized in principle, the Director has the authority, within the span of control of his/her authority, to make and recommend decisions that may not follow the majority opinion of the faculty. In such cases, the Director is obligated to document the reasons and rationale for his/her decision to the faculty as set forth in Faculty Rule [3335-3-35](#)(C)2.d.

#### *c. Duties of the Director*

The duties of the School Director are set forth in Faculty Rule [3335-3-35](#).

#### ***d. Discretionary Authority***

Since administrative procedures and responsibilities are not covered by the “Rules,” the Director must operate with discretion in bringing matters before the faculty for discussion and decisions. Clearly, matters related to educational and academic policy decisions and academic appointments must be brought before the faculty for decisions (VII.B.6 and VII.C.1.a), including the design and/or restructuring of faculty positions and selection of new faculty. However, the Director must retain discretionary authority so as to preclude the necessity to bring minor or routine administrative decisions to the faculty, thereby expediting the functioning of the School, administrative efficiency, and program effectiveness.

## **2. Faculty Powers**

### ***a. Authority***

Legislative authority has been vested with the regular faculty, subject to approval of the Board of Trustees, to establish educational and academic policies of the University (Rule [3335-1-04](#)). Within subunits (e.g. School) of the University, however, all faculty are responsible to the Director for the faithful and efficient performance of their duties (Rule [3335-1-03.D](#) and [3335-1-04.E](#)).

### ***b. Faculty Committee Authority***

In addition to the administrative positions and organization of the School, much of the School’s governance, functioning, policy formulation, and program implementation are carried out through both standing and ad hoc committees. Except where College and University rules and policies supersede the policies of this document (e.g. Graduate Studies Committees), all School committees are advisory to the Director where the issues and recommendations are within the span of control of the Director’s authority.

## **D. Procedure for Revision of this Document**

This document will be reaffirmed or revised no less than every four years on the appointment or reappointment of the Director. Changes and revisions to this document will be made in consultation with the faculty except where changes in University and College policies and rules supersede the procedures, policies, and criteria contained in this document. The Director will review this document periodically and consult with the faculty concerning changes that are needed to enhance the effective administration of the School. The faculty will be responsible for forwarding suggested changes or point out problems as they appear during the conduct of academic business.

# **VII. SCHOOL ADMINISTRATION**

## **A. Director**

The primary responsibilities of the Director are set forth in Faculty Rule [3335-3-35](#). This rule requires the Director 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 Director to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

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

- To have general administrative responsibility for School programs, subject to the approval of the dean of the college, and to conduct the business of the School efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both university and School established criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by their TIU 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 tenured faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the School faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and this School's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the 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 School'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.

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

Operational efficiency requires that the Director exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of the School's academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The Director 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 Director will explain to the faculty the reasons for the departure, ideally before action is taken.

## **B. Associate Director/Chairs/ Assistant Director(s)/Program Coordinators**

The Director, in consultation with the School faculty, shall appoint an Associate Director for Columbus; an Associate Director for Research and Wooster Operations; a Chair of Graduate Studies; a Chair of Academic Affairs, and Assistant Director and/or Program Coordinators as deemed appropriate. These positions shall have specific functions and responsibilities as delegated by the Director.

### **1. Associate Director, Columbus**

The Associate Director, Columbus shall be responsible for those functions, programs, and duties as spelled out in the position description appended (Appendix I) to this document. This is a part-time administrative responsibility as negotiated with the Director. These responsibilities will be reviewed and revised as appropriate and rewritten with each change of Director. The Associate Director, Columbus will serve concurrently with the Director's term of office and it shall not be assumed that the Associate Director's term will extend beyond that of the Director's term should the Director's appointment or occupancy of the position end for whatever reason.

### **2. Associate Director for Research and Wooster Operations**

The Associate Director for Research and Wooster Operations shall be responsible for those functions, programs, and duties as spelled out in the position description appended (Appendix I) to this document. This is a part-time administrative responsibility as negotiated with the Director. These responsibilities will be reviewed and revised as appropriate and rewritten with each change of Director. The Associate Director for Research and Wooster Operations will serve concurrently with the Director's term of office and it shall not be assumed that the Associate Director's term will extend beyond that of the Director's term should the Director's appointment or occupancy of the position end for whatever reason.

### **3. Chair of Graduate Studies**

The Chair of Graduate Studies chairs the Graduate Studies Committee and heads the School's Graduate and Professional Education team. This is a part-time administrative responsibility as negotiated with the Director. The Chair of Graduate Studies is responsible for applying University, College and School rules concerning graduate degrees in the School. She/he coordinates graduate admissions and university fellowships, advise graduate students and faculty, supervises the graduate program coordinator, oversees the Master's of Environment and Natural Resources program coordinator, maintains records of current and formers students, advises the Associate Director for Columbus, in making decisions related to teaching assignments to graduate students and graduate course offerings, and assists the Director in matters that generally advance the School's graduate program. She/he also serves as the School's representative to the Graduate School and College and transmits information from the Graduate School and College to the School. The Chair of Graduate Studies will be appointed for a two year term and is eligible for reappointment.

#### **4. Chair of Academic Affairs**

The Chair of Academic Affairs chairs the Academic Affairs Committee and, in collaboration with the School Secretary is responsible for applying University, College and School rules concerning undergraduate degrees in the School. This is a part-time administrative responsibility as negotiated with the Director. The Chair of Academic Affairs will facilitate faculty related processes related to curriculum development and provide assistance to the School Secretary (Undergraduate Academic Program Manager) in managing processes related to maintenance of records, faculty and staff advising, reviews of course transfer requests, grade grievances, concurrence requests; new and revised course requests; undergraduate recruitment, scholarships/awards, and reviews of courses and programs and serve as a liaison to the College or University to represent the School's undergraduate programs in conjunction with the School Secretary. The Chair of Academic Affairs will work with the Director and Associate Director for Columbus Operations to determine undergraduate course offerings and staffing, including the appointment of lecturers. The Chair of Academic Affairs will be appointed for a two year term and is eligible for reappointment.

#### **5. Assistant Director(s) and/or Program Coordinator(s)**

There shall be an Assistant Director for the Olentangy River Wetland Research Park whose responsibilities shall include the daily oversight and administering of the operation of the ORWRP. This Assistant Director and other Assistant Directors or Program Coordinators as deemed appropriate and appointed by the Director are not assumed to be fulltime administrative positions unless clearly defined and appointed as such by the Director. These Assistant Directors or Program Coordinator positions will serve concurrently with the Director's term of office, and it shall not be assumed that the Assistant Directors' or Program Coordinators' terms will extend beyond that of the Director's should the Director's appointment or occupancy of the position end for whatever reason.

### **C. School Secretary**

The School will provide for a School Secretary as defined in the Faculty Rule [3335-3-33](#). The School Secretary will also serve as the undergraduate program director, overseeing the undergraduate advising and student services team and will work closely with the Director and the Chair of Academic Affairs to deliver the School's Undergraduate program. The Secretary's responsibilities shall be defined by the position announcement at the time of appointment and as subsequently reviewed and revised by the Director in consultation with the Assistant Director for Undergraduate Education

### **D. Administrative Staff**

The positions of financial officer, administrative assistant, and office manager will be provided for to insure the proper functioning of the School. The Director shall be responsible for maintaining position descriptions for these positions and/or delegating these functions to the Associate/Assistant Directors and/or appropriate support staff. The administrative staff, each headed by a team leader, shall be organized around team concepts, but not limited to the following:

- Undergraduate Student Services/Academic Advising Team
- Graduate and Professional Education team
- Business Operations Team



- Advancement Team (communications, alumni relations, Environmental Professionals Network and development)

## **E. Standing Committees**

The Director is an ex-officio member of every School committee including the Committee of the Eligible Faculty on which he/she is a non-voting member

### **1. Academic Affairs Committee**

The Academic Affairs Committee is responsible for leading, monitoring, and coordinating the instructional programs and policies of the School, including advising, and advises the Director on academic matters. It works closely and cooperatively with the Chair of Academic Affairs and the School Secretary, both of whom provide support to this committee, and with the Graduate Studies Committees in terms of graduate programs.

#### ***a. Duties and Responsibilities***

The duties and responsibilities of the Academic Affairs Committee include:

- Reviewing, evaluating, and making recommendations to the faculty on the undergraduate curriculum of the School.
- Making recommendations on specific instructional programs of the School.
- Together with the Graduate Studies Committee, when appropriate, reviewing and making recommendations on new or revised instructional programs and new or revised course offerings.
- Monitoring and recommending actions on course scheduling, course prerequisites, and programmatic credit requirements.
- Reviewing and adjudicating petitions from students for variances in curricular requirements and serving as a reviewing body for grievances concerning courses, teaching performance and undergraduate advising.
- Overseeing policies dealing with the Undergraduate Honors Program and designating a member as a liaison with the Honors Committee and program.
- Reviewing, recommending, and monitoring approved affiliated faculty petitions and temporary teaching positions.
- Reviewing and advising on other requirements as set forth in this document.

#### ***b. Membership***

Membership of the Academic Affairs committee shall consist of at least five or six eligible SENR faculty members (POA IV.A.) and the Chair of Academic Affairs. Each school major will have a designated eligible faculty member responsible for representing that major at AAC meetings and serving as a liaison between AAC and the school faculty associated with that major. The Environmental Science major may have two representatives and any major jointly administered with another unit may be represented by a tenured or tenure track faculty from the collaborating department, No member of the AAC will serve as the representative and liaison for more than one major. The committee will also include one

undergraduate student and one graduate student. The Associate Director for Columbus and the School Secretary shall serve as ex-officio members of the Committee and serve as liaison to the School and College Administration. All members of this Committee, except the ex-officio members, shall be eligible to vote.

***c. Appointments and Terms***

The Director will appoint all eligible faculty (6), and student members (one undergraduate and one graduate student). The Director will consult with the Chair of Academic Affairs to obtain recommendations of faculty to serve on this committee. Likewise, the Director will consult with the officers of Grad Roots and the School Secretary, and others as appropriate, to identify and appoint the graduate and undergraduate student representatives, being conscious of rotating the undergraduate representative among the various student organizations. Each faculty member will be appointed for three-year terms beginning July 1 with terms staggered for continuity. Student appointments shall be for one year. All members are eligible for reappointment. If a member of this committee must be replaced temporarily (e.g. SA, professional leave) the Director shall appoint someone else to replace the member only for the duration of absence, with the regular member resuming his/her term for the remaining period of appointment unless the term has expired.

***d. Quorum***

A quorum shall consist of five (5) voting members of the committee, four of whom shall be eligible faculty representatives.

***e. Committee Chair***

The Chair of Academic Affairs serves as the Chair of this committee. The Chair will be appointed from the eligible faculty by the Director in consultation with the Academic Affairs Committee for a term of two years (with the possibility of reappointment).

***f. Honors Program Liaison***

One eligible faculty member of the Academic Affairs Committee shall be appointed to serve as the AAC liaison member of the Honors Program Committee.

**2. Honors, Scholarships, and Undergraduate Research Committee**

***a. Duties and Responsibilities***

The Honors Committee shall promote, oversee, and coordinate the School's Honors Program within the guidelines and program requirements of the University's Honors Program, including overseeing undergraduate research opportunities and managing and reviews student scholarships.

- Serve as the honors committee representative on honors thesis defense committees

- Annually review scholarship applications and award student scholarships
- Review applications for undergraduate travel grants and small research grants
- Review and manage honors courses
- Review and approve honors program of study for Honors Research Distinction Students

***b. Membership and Composition***

This committee shall consist of four eligible faculty (one of whom will be the liaison member of the Academic Affairs Committee) and one Honors or Scholars Program student representative. All members are eligible to vote.

***c. Appointment and Terms***

Committee members will be appointed by the Director for three year staggered terms, beginning July 1. The Director will consult with the Chair of the Honors Committee prior to making appointments to the Committee. The Academic Affairs liaison member will be considered for multiple year election or appointment as deemed appropriate by the Academic Affairs Committee (see Section VII.E.2.f.). The Honors or Scholars-student representative will be selected by the Director from among the School's Honors and Scholars students and shall serve for one year with the option for reappointment.

***d. Committee Chair***

The Committee Chair will be appointed by the Director in consultation with the School Secretary and the Chair of Academic Affairs. In addition to chairing the committee, the committee chair does the following:

- Advises and manages students within the SENR Honors Program
- Teaches the honors research colloquium annually
- Represents SENR through participation in quarterly University Honors Directors meetings

***e. Quorum***

A quorum shall consist of at least two eligible faculty members.

**3. Graduate Studies Committee**

***a. Responsibilities***

In addition to those duties specified in the University's [\*Graduate School Handbook\*](#), the Graduate Studies Committee will serve as the oversight, coordinating, and governing body for the School's graduate program in Environment and Natural Resources.

***b. Graduate Program Handbook***

It is the responsibility of the Graduate Studies Committee to compile and maintain a Graduate Program Handbook for the Graduate Program in Environment and Natural Resources. This Handbook sets forth the specific duties of the Committee and lists Rules and Good Practices by

which the Graduate Program in Environment and Natural Resources is to be managed. Each semester, except during summer, the Graduate Studies Committee will call a meeting of the graduate faculty in Environment and Natural Resources to discuss revisions to the Handbook and other graduate faculty matters. Following faculty input, the Committee will circulate a mail ballot on the proposed revisions. Upon a majority vote of those returning ballots, the revised Handbook will become immediately effective. The Graduate Studies Committee will update the Environment and Natural Resources Graduate Program Handbook to conform to changes in the University's [Graduate School Handbook](#) or other University policies and can make recommendations and additions for the purpose of clarification at any time without consultation with the faculty. A current copy will be kept on file in the School of Environment and Natural Resources office and shall be posted to the SENR web site.

***c. Membership-Quorum-Chair (ENRGP Handbook 9.3)***

The Graduate Studies Committee is comprised of the Chair of Graduate Studies, and a further six faculty members who serve staggered, three-year terms and two graduate students who serve one-year terms. The Committee members represent and are elected by the faculty in the specialization tracks of the Environment and Natural Resources Graduate Program; Ecological Restoration and Ecosystem Science are represented by a single faculty member; Environmental Social Sciences, Fisheries and Wildlife Science, Forest Science, Rural Sociology, and Soil Science are each represented by a single faculty member. Student members include one master's and one doctoral student elected by the Environment and Natural Resources Graduate Program graduate students. Both serve as voting members of the Graduate Studies Committee. Graduate students will also elect one master's and one doctoral student who are non-voting alternates. Alternates are eligible to vote when replacing voting members who are absent. Both voting and alternate members are urged to attend all meetings to ensure continuity in the deliberations of the Graduate Studies Committee.

Faculty members are elected for three-year terms with two new members elected each year. Terms begin on July 1.

Elections to replace faculty members whose terms have expired are to be held during the Spring semester of each year. Early in the semester the Chair of Graduate Studies will inform the appropriate track faculties that their representatives' terms are ending and they must elect a member by the end of the Spring semester to serve on the Graduate Studies Committee. A nomination must be accompanied by a statement from the nominee that he or she is willing to serve. Voting will be by email ballot sent to all members of the graduate faculty who will have a minimum of one week to return their ballots by replying to email ballot. The nominee receiving the largest number of votes will be elected. In the case of a tie, a runoff will be conducted.

Openings on the Graduate Studies Committee at other times for track faculties are to be filled by an election by the appropriate track faculty. The new track faculty representative will complete the term of the vacated position. The appointee will complete the term of the vacated position, which will then be filled by the regular election.

Calls for volunteers/nominations of student members and alternates are solicited each year by GradRoots (the SENR graduate student organization). Graduate student members serve one year terms beginning January 1 and may not be re-elected. Alternates, however, may volunteer or be nominated to serve an additional year as voting members.

To be eligible volunteer or be nominated to the Graduate Studies Committee, graduate students must be seeking either the master's or doctoral degree in the Environment and Natural Resources Graduate Program. Elected students must be able to complete their terms before they graduate.

A quorum exists when at least four voting members of the Graduate Studies Committee are present, at least three of whom must be faculty members in addition to the GSC Chair. The Graduate Studies Committee chair is a voting member but votes only to break ties.

#### **4. Fellowship Nominating Committee**

##### ***a. Duties and Responsibilities***

The Fellowship Nominating Committee shall be responsible for overseeing the ENR Graduate Program's process of selecting and nominating prospective and existing (as appropriate) ENR graduate students for University, College and related special fellowship awards administered within Ohio State University. The committee will recommend the slate of nominees to the Chair of Graduate Studies who will consult with the Director and Associate Director, Columbus to make the final submission based on the School's capacity to support awardees.

##### ***b. Membership and Composition***

This committee shall consist of the committee chair, at least four eligible faculty at least one of whom will also be a member of the Graduate Studies Committee. Members will also include representatives of both the social and natural sciences. All members are eligible to vote. The Chair of Graduate Studies is a non-voting, ex officio member of the committee.

##### ***c. Appointment and Terms***

Committee members will be appointed by the Chair of Graduate Studies for two-year staggered terms, beginning July 1.

##### ***d. Committee Chair***

The Committee Chair will be appointed by the Chair of Graduate Studies and serve for one year (with possibility of reappointment).

#### ***e. Quorum***

A quorum shall consist of at least three voting committee members.

#### **5. Committee of the Eligible Faculty/Promotion & Tenure Committee**

The Director will initiate the promotion/tenure process and provide the Promotion & Tenure Committee, a sub-committee of the Committee of the Eligible Faculty, with the necessary information (e.g. mandatory cases, target dates for submitting recommendations, dossier requirements and formats, etc.) provided by the College and Office of Academic Affairs. Details on these committees and their responsibilities are contained in the school's Appointments, Promotion, and Tenure Document.

#### **6. Research Committee**

The Research Committee is responsible for providing leadership, guidance, and coordination of activities and policies related to the research and infrastructure (e.g., space, equipment) in the School, and advising the Director on issues related to these matters. The Research Committee provides a forum for faculty groups to coordinate and plan research and research-related activities and helps to ensure the best utilization of current and future research-related resources. It works closely and cooperatively with the School Grants and Contracts Specialist, and School Fiscal Manager, and School Communications Team, who provide support to the committee.

##### ***a. Duties and Responsibilities***

The duties and responsibilities of the Research Committee include:

- Advising the Director on issues related to strategic and policy issues associated with research activities in the School, including programmatic gaps related to talent/skills and research program infrastructure.
- Reviewing, evaluating, and developing recommendations to the Director and faculty on SENR policies related to research-related funding opportunities (including research infrastructure) both internal to the School, College and University, as well as extramural programs. This can include guidance on evaluating requests to waive or adjust F&A rates, establishing criteria for faculty and staff to receive PI status, and establishing processes for submitting and evaluating requests for SENR matching support for equipment grants and graduate student stipends and tuition/fee payments on external grants.
- Reviewing, evaluating, and developing recommendations to the Director and faculty regarding the use of School research space and equipment to maximize utilization and equitable support for all faculty and faculty groups.
- Monitoring and recommending actions so that School faculty and staff are in compliance with University and Federal research policies (e.g., conflict of interest, IRB, ODP, etc.).
- Enhancing the broader impact and visibility of research by School faculty and staff by reviewing and promoting current and future research activities in conjunction with the School Communications Team. This can include ensuring compliance with OARDC annual reporting policies and facilitating annual SENR reporting to CFAES.

***b. Membership***

Membership of the Research Committee shall consist of the Associate Director of Research and Wooster operations, the Assistant Director for the ORWRP, and a minimum of four eligible faculty members (POA IV.A.), appointed by the Director. Committee composition will reflect the diversity of research disciplines (e.g., aquatic science, environmental social science, soil and environmental science, wildlife and forest science) in the School, and will seek input from SENR's major research facilities and/or labs. The School Grants and Contracts Specialist shall serve as an ex-officio member of the Committee. All members of the Research Committee, except the ex-officio member, shall be eligible to vote.

***c. Appointments and Terms***

The Director will appoint all eligible faculty (4). The Director will consult with the Associate Director for Research and Wooster operations to obtain recommendations of faculty to serve on the Research Committee. Each faculty member will be appointed for three-year terms beginning July 1 with terms staggered for continuity. All members are eligible for reappointment. If a member of the Research Committee must be replaced temporarily (e.g., professional leave), the Director shall appoint another faculty member from the faculty group no longer represented on the Committee. This individual will only replace the member for the duration of the absence, with the regular member resuming his/her term for the remaining periods of appointment unless the term has expired.

***d. Quorum***

A quorum shall consist of four (4) voting members of the Research Committee.

***e. Committee Chair***

The Associate Director for Research and Wooster operations will serve as the chair of the Research Committee.

**7. Seminar Committee**

***a. Responsibilities***

The responsibilities of this Committee shall be to promote and coordinate seminar programs for the School.

***b. Membership***

The Director will appoint the members of this Committee, consisting of four eligible faculty members, one graduate student, and one undergraduate student. The four eligible faculty members shall serve three year, staggered terms with each student representative serving one year terms with the option for reappointment. All members are eligible to vote.

***c. Committee Chair***

The Chair of the Seminar Committee shall rotate each academic term among the four eligible faculty members comprising the committee.

## 8. Awards & Recognition Committee

The awards and recognition committee's primary responsibility is the identification and nomination of deserving faculty, staff and students for professional awards and recognition. The committee will nominate individuals for awards directly and/or support the efforts of others (CFAES, Director, interested colleagues, etc.) to nominate SENR faculty, staff and students for awards and recognitions. By doing so, the Committee promotes and encourages individual excellence that reflect highly on the collective quality of the School.

### a. Responsibilities

- Promote professional development and recognition of outstanding faculty, staff, and student by publicizing awards and nominating worthy candidates
- Initiate nominations as required or when appropriate, including preparing or designating a person to prepare nomination packets for submission to professional societies, university, CFAES, honor societies and other appropriate organizations.
- Support the efforts of other individuals or entities seeking to nominate an SENR faculty, staff or student for awards or recognitions.
- Seek to promote the accomplishments of individuals in the School.

### b. Membership

The Director will appoint the members of this Committee, consisting of four eligible faculty members, two staff, one graduate student, and one undergraduate student. The four eligible faculty members and two staff shall serve three year, staggered terms with each student representative serving one year terms with the option for reappointment. Members are eligible to be reappointed to the committee. All members are eligible to vote.

### c. Committee Chair

The Chair of the Awards Committee shall be elected by the committee and rotate (if necessary) each academic term among the four eligible faculty members or two staff comprising the committee. The chair may serve for two or more consecutive terms if he/she is willing.

## 9. Ad Hoc Committees

As the need arises, *ad hoc* committee or coordination assignments shall be made by the Director.

# VIII. TEACHING LOAD, SCHEDULING, AND FACULTY ASSIGNMENTS

## A. Norm for 50 percent Teaching Load

The School's academic program involves both undergraduate and graduate (MENR, Masters and Ph.D.) programs. Consistent with guidelines developed by the Regents-Advisory Committee for academic units with active baccalaureate, professional masters, masters, and doctoral programs, the School strives for a norm of between 50 and 60



percent of the total School workload devoted to teaching, including undergraduate and graduate classroom teaching, experiential learning, adult professional development instruction, and Extension programming. The remaining workload time should be devoted to sponsored and School-funded research and scholarship activity, service, and other professional responsibilities which further the goals of the School, College, and University. A 50 or 60 percent teaching load shall be defined as approximately 2.5 or 3 3 credit semester hours of scheduled courses per academic year plus active undergraduate advising and curriculum development activity for tenure-track faculty. The 50 or 60 percent teaching load does not apply to non-tenure-track faculty, including research and associated faculty, whose duties are specified in their letter of appointment. Individual studies credit is prorated based on equivalent scheduled course credit. However, 8998 credit is not counted toward the teaching load, but is acknowledged as credit for the other portion (i.e., research) of the faculty appointment. Where faculty generate ENR 8998 or other credits (e.g., credits associated with the interdisciplinary Environmental Science Graduate Program), it will be the responsibility of the faculty to document and report those credits. The diversity of the School's faculty assignments, fiscal appointments, work location (e.g., OARDC- and Extension-funded positions, and Wooster-based faculty) coupled with differences in faculty strengths, interests, and abilities may result in considerable deviations from this 2.5 to 3 3-credit course norm for individual faculty. It shall be the responsibility of the Director to determine the appropriate division of workload and expectations for each faculty member based on his/her teaching-extension assignments and research productivity.

## **B. Teaching Assignments**

The Associate Director shall monitor course scheduling and teaching loads and advise the Director on all matters pertaining to the School curriculum, teaching loads, resource allocations, and other academic matters as delegated by the Director. The Director, in consultation with the Executive Committee as appropriate, shall distribute to the faculty a schedule of all teaching and teaching associate assignments for the academic year. Teaching assignments will be made prior to May 1 preceding the academic year. New faculty assignments will be discussed and reviewed with the faculty member prior to the final assignment. Assignments will be made in accordance with the faculty member's position description. Where teaching load changes require changes in the faculty member's job description and/or budget allocation, those changes will be discussed with the faculty member and set forth in writing by the Director.

# **IX. Distribution of FACULTY DUTIES AND RESPONSIBILITIES**

## **A. General**

The Director is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that departmental workload is distributed equitably among faculty. While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the Director assigns teaching and in most cases School service. In making these assignments the Director must balance the needs of the School with the preferences of the faculty member within the context of the School's policy on faculty duties and responsibilities described below.

Many faculty members voluntarily take on a variety of professional activities that fall outside the School's policy on faculty duties and responsibilities. These activities often benefit the School or University, and to the extent possible, should be taken into account in considering a faculty member's total workload. However, fairness to other faculty and the School's need to meet its programmatic obligations may become issues when a faculty member seeks relief from School obligations in order to devote considerable time to personal professional interests that may not contribute to School goals. The Director may decline to approve such requests when approval is not judged to be in the best interests of the School.

During on-duty semesters, faculty members are expected to be available for interaction with students and to complete service assignments and other responsibilities even if they have no formal course obligations that semester. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Faculty Special Assignment (FSA). Faculty Rule [3335-5-08](#) requires that absence of any member of the faculty from ordinary service in the university, for any cause other than sickness, must be with the knowledge and approval of his or her chair or director and of the dean of the college or, in the case of faculty assigned to a regional campus, the dean and director of that campus. Absences longer than ten consecutive business days, must also be approved by the executive vice president and provost. Sick leave is granted on approval of the appropriate administrative official when notification is given as soon as practicable, presumably on the first day of absence.

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 School Director in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA [Policy on Faculty Conflict of Commitment](#).

## **B. Assignment and Distribution of Faculty Duties and Responsibilities**

### **1. Tenure Track Faculty**

For tenure-track faculty the School's assignment of faculty responsibilities and load distribution guidelines shall be based on 1) meeting the programmatic needs of the School and College; 2) the budgetary appointment (e.g. General Funds, OARDC, OSUE) and 3) position description and duties as set forth in the faculty member's job description as periodically reviewed and approved by the Director during annual reviews. The responsibility and load distribution will be confirmed and acknowledged in the annual review letter. Although the distribution of effort percentages of a tenure-track faculty member's appointment provide a measure of a faculty member's programmatic responsibilities, these appointment percentages are approximations only, e.g., a 100% research appointment carries with it the flexibility, if not expectation, that up to 10% of one's time can be devoted to extension or the teaching of a course. All tenure-track faculty are expected to advise both undergraduate and graduate students commensurate with other assigned duties. Thus, budgetary appointments coupled with position responsibilities as set forth in an annual plan of work and periodically reviewed

position description shall be considered the means by which tenure-track faculty duties and responsibilities are determined. Budget lines should be adjusted whenever these duties become significantly different than the budgeted focus.

***a. Instructional Activity***

The School's instructional-teaching load expectation norm is set forth in Section VII. This norm for a 50% to 60% teaching load shall be used as a baseline for adjusting teaching loads for faculty with greater or lesser teaching appointments and position descriptions as reviewed and amended periodically with the Director, in consultation with the Senior Associate Dean, College of Food, Agricultural and Environmental Sciences. Each faculty member is expected to contribute to formal classroom instruction as assigned by the Director, advising undergraduate, honors, and/or graduate students, curriculum-course development, participation in academic service (e.g., AA Committee, etc.), individual studies, and other elements of academic service. Those faculty with a formal instructional appointment/job description will provide the majority of the instructional service. The procedure for teaching assignments is set forth in Section VIII.B.

***b. Extension-Outreach Teaching Activity***

The School's extension teaching load expectation is determined in consultation with the Director of OSU Extension and through the faculty member's position description as amended periodically with the Director, and annual plans of work developed by the extension faculty and approved by the Director as part of the faculty member's annual review. Extension program expectations will be measured against the goals set forth in a plan of work, including resource development and program impact. All faculty are expected to contribute to extension/outreach teaching and information product development commensurate with their appointment and job description.

***c. Research Activity***

A faculty member's research duties and responsibilities will be established in alignment with College and School priorities and through a position description that is periodically reviewed with the Director and that is driven by extramural funding as approved by the Director. The expectations for research output are through peer reviewed products, other scholarly and vitae products (e.g., proceedings, transactions, book chapters, software, etc.), competitive and contracted grants, graduate research support, and other evidence as set forth in the School's document on Appointments, Promotion, and Tenure. All faculty are afforded the opportunity and are expected to engage in the scholarship of discovery.

***d. Scholarship***

A faculty member's duties and responsibilities will be established in part via his/her budgetary appointment (i.e. OARDC), the programmatic needs of the School and through a position description that is periodically reviewed with the Director. The expectations for scholarly output are through peer reviewed products, other scholarly and citable products (e.g.,

proceedings, transactions, book chapters, software, etc.), competitive and contracted grants, and other evidence as set forth in the School's document on Appointments, Promotion, and Tenure and in the College's Faculty Reward System Guidelines for Annual Performance Review, Promotion and Tenure.

#### ***e. Service Activity***

Faculty are expected to contribute to both academic (School, College, University) and professional service as part of their faculty duties and responsibilities.

### **2. Professional Practice Faculty**

For Professional Practice Faculty, the assignment of responsibilities shall be based on their letter of appointment as periodically reviewed and approved by the Director as part of the faculty member's annual review. Professional Practice faculty members are expected to contribute to the University's mission via teaching and service. Service expectations are similar to those for the tenure track faculty.

### **3. Research Faculty**

For Research Faculty, the assignment of responsibilities shall be based on their letter of appointment as periodically reviewed and approved by the Director as part of the faculty member's annual review. Research faculty members are expected to contribute to the University's mission via research and service. Service expectations are similar to those for the tenure track faculty.

In accord with [Faculty Rule 3335-7-34](#), research faculty members may participate in limited teaching activities in their areas of expertise following approval by a majority vote of the tenure-track faculty; however, research faculty may not engage in the same level of instructional activities as tenure-track faculty over an extended period of time.

### **4. Associated Faculty**

Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments.

Faculty members with tenure track titles and appointments <50% FTE will have reduced expectations based on their appointment level. Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members. The standard teaching assignment for lecturers is eight courses per academic year, adjusted for the percentage time of the appointment, as determined by the Director.

## **C. Mechanisms for Departure from Average Expected Level of Activity**

The complexity and diversity of the School's programs and faculty assignments across three budget lines precludes both uniformity and rigidity with respect to faculty duties and responsibilities. Thus, the School Director must exercise flexibility in assigning and evaluating faculty for specific duties, taking into account the time and effort required by

certain roles (e.g., chairing major committees, coordinating programs such as the Honor's program, heavy advising-mentoring loads, etc.) and assessing the productivity, quality, and impact of these faculty efforts with respect to the School's mission.

#### **D. Special Assignments**

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). Reasonable efforts will be made to award SA opportunities to 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 member's proposal must undergo peer review by two other eligible faculty, appointed by the Director who will evaluate the SA proposal and make recommendations to the Director. The Director's recommendation to the Dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the School or University and to the faculty member as well as the ability of the School to accommodate the SA at the time requested.

#### **E. Guidelines vs. Contractual Obligation – A Disclaimer**

The above guidelines are set forth in the interest of determining faculty duties and responsibilities. As such, the above guidelines do not constitute a contractual obligation. Fluctuations in demands and resources in the School and College and the individual circumstances of faculty members may warrant deviations from the guidelines as set forth in this section.

#### **F. Parental Modification of Duties**

The School of Environment and Natural Resources strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the School is committed to adhering to the College of Food, Agricultural and Environmental Sciences guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the OHR [Parental Care Guidebook](#) and the [college pattern of administration](#) for details.

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

## **X. ALLOCATION OF RESOURCES**

### **A. General**

In the interest of fostering a culture of openness and providing information to the faculty and staff, the Director will, at the beginning of each academic year, (e.g., first faculty meeting in Autumn Semester or as soon as budget information is available at the start of the academic year), provide a general overview of the School's allocated budget resources for the current fiscal year. This overview will include the General Funds, OARDC, and OSUE allocations as partitioned into salaries, graduate student stipends,

and operating funds. While the Director must retain discretionary authority over the operating funds, it shall be part of this overview for the Director to indicate a rough breakdown of where these funds are allocated (e.g., overhead costs, general instructional-research-extension support, etc.).

## **B. Specific Financial Resources**

The School has a number of scholarships and endowed accounts for specific program support. It shall be the responsibility of the Director to inform the faculty, at least annually (e.g., via annual report or other means), of the kinds and financial status-availability of these resources. The Director shall have the authority and responsibility to allocate and account for these resources and to keep the faculty and, where appropriate, others (e.g., staff) informed as to the purpose and availability of these resources.

## **C. Travel Funds**

Unless otherwise determined by the Director, faculty travel support shall be financed from allocated resources (e.g., allocated faculty operating budgets) and extramural funds obtained by the faculty appropriate for specified travel. The School does not normally retain a faculty travel fund unless the Director decides to develop such an account through special allocations and/or by withholding a percentage of allocated operating funds for this purpose.

## **D. Space**

It shall be the policy of the School that all space is a common resource to be allocated to faculty and programs by the Director. Research lab and other program space shall not be considered under the “ownership” of faculty. While space is allocated to faculty in the interest of program execution and space oversight, the Director must retain the authority to reassign space when program changes, redirections, and/or ineffectiveness occur. The Director and Associate Directors will monitor the School’s space utilization and assignments at least annually, and, where major space reassignments need to be made, shall review space assignment options with the Executive Leadership Committee before final space assignment decisions are made.

# **XI. GENERAL GUIDELINES**

## **A. Leaves and Absences**

### **1. General**

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

### **2. Professional Leaves**

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#). The School encourages professional leaves as part of eligible faculty members’ professional growth. The Director will request of each faculty member, during the annual review process, his/her plans for a professional

leave. The faculty member will develop such plans in accordance with the provisions of the University. The faculty member will be responsible for submitting to the Director a proposal for a professional leave, including a plan for covering any teaching, graduate students, research, extension or service obligations of the faculty member. It will be the faculty member's responsibility to work with colleagues in covering these duties. Where possible, the Director will assist the faculty member in developing a plan and acquiring resources to cover those areas where the faculty member is unable to find adequate assistance or resources. The Professional Leave proposal must undergo peer review by two other eligible faculty, appointed by the Director, who will evaluate the proposal and make recommendations to the Director as part of the approval process. Review will be based on the quality of the proposal, including their potential benefit to the School and the University as well as the ability of the School to accommodate the leave at the time requested.

### **B. Supplemental Compensation**

The School shall abide by the policies and procedures of the College and University with respect to supplemental compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>).

### **C. External Professional Activity**

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

This School adheres to these policies in every respect. In particular, this School expects faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the School Director 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 School. 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.

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

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

## **XII. Financial Conflicts of Interest**

Information on faculty supplemental compensation is presented in the university's Policy on Faculty Financial Conflict of Interest

(<https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Financial-Conflict-of-Interest.pdf>). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

## **XIII. GRIEVANCE PROCEDURES**

### **A. Formal Complaints Against Faculty**

In accordance with Faculty Rule [3335-5-04](#), the College is required to establish a standing investigation committee consisting of tenured faculty members. Consistent with this rule (Section A.2), the Director will attempt, through the use of informal consultation, to resolve complaints alleging faculty misconduct or incompetence to the satisfaction of the Director, the faculty member(s) and complainant(s). If such resolution is not successful, the procedures specified in Rule [3335-5-04](#) shall govern the protocol for addressing such complaints beyond the School.

### **B. Other Grievances**

#### **1. Academic Grievances**

Grievances pertaining to complaints regarding academic issues involving faculty not covered under XIII.A. above shall be referred to the School's Academic Affairs Committee if resolution of the complaint cannot be accomplished through informal means.

#### **2. Non-academic Grievances and Conflicts**

The Director will address non-academic grievances and personnel conflicts by first attempting to resolve the conflicts between the individuals involved. Failing this approach, the Director shall convene either the Director's Executive Committee or an *ad hoc* committee of faculty and/or staff as an impartial third



party to hear and recommend to the Director actions for resolution of the grievance or conflict. Should the aggrieved party elect to pursue his or her grievance beyond the School, the next step is to contact the University's Office of Human Resources to initiate the University's formal grievance procedure.

### **3. Salary Grievances**

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the 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 Director and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, <https://oaa.osu.edu/policies-and-procedures-handbook>).

Staff members who are not satisfied with the outcome of the discussion with the Director and wish to pursue the matter should contact Employee and Labor Relations in the Office of Human Resources ([www.hr.osu.edu/](http://www.hr.osu.edu/)).

### **4. P & T Faculty Promotion and Tenure Appeals**

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <https://trustees.osu.edu/bylaws-and-rules/3335-5>.

### **5. Sexual Misconduct**

The university's policy and procedures related to sexual misconduct are set forth in OHR Policy 1.15, [https://policies.osu.edu/assets/docs/policy\\_pdfs/SexualMisconduct\\_FINAL.pdf](https://policies.osu.edu/assets/docs/policy_pdfs/SexualMisconduct_FINAL.pdf).

### **6. 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 Director, the Director 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 Director 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 Director and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see [www.oaa.osu.edu/coam/home.html](http://www.oaa.osu.edu/coam/home.html) ; see also Faculty Rule [3335-23-05](#)).

## **7. Code of Student Conduct**

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

## Appendix I

### Duties and Responsibilities of the Associate Director(s)/Chairs

#### Associate Director (Columbus)

- Shall serve as the chief operations officer for internal affairs coordinating with all administrative leaders, committee chairs, and faculty group leaders, as appropriate and in consultation with the Director.
- Shall serve as the School's liaison administrative officer across all programs and functions, including liaison with the Graduate School and outside agencies and constituencies as coordinated with the Director.
- Shall be responsible for the administration and oversight of the School's academic programs in collaboration with the Director and budgets supporting these functions in consultation with the Chair of the Graduate Studies and the Chair of Academic Affairs.
  1. Facilitate and monitor the curriculum and teaching components of both the undergraduate and graduate programs.
  2. Prepare the teaching assignment schedule for each academic year and recommend to the Director options for instructors for courses with no assigned instructor.
  3. Prepare and monitor the resident instruction budget.
  4. Make recommendations of graduate students for funding from allocated funds in consultation with the School's graduate studies committee(s).
  5. Assign student assistants (Teaching, Administrative and instructional) to courses and projects where appropriate and maintain a record of GA and SA needs and assignments.
  6. Coordinate programs with the School Secretary and staff where appropriate.
  7. Support the Chair of Graduate Studies or Chair of Academic Affairs with their duties as appropriate and assigned.
  8. Serve as ex-officio member of the School's Graduate Studies Committee(s) and Academic Affairs Committee.
  9. Monitor and manage fiscal resources (vs. accounting) supporting the School's academic programs.
- Shall be responsible for administrative oversight of the School's extension/outreach programs and budgets, supporting these functions in consultation with the Natural Resources State Specialists and Program Directors within the School.
- Shall advise the Director regarding merit salary adjustments, promotion and tenure decisions, and faculty improvement/development recommendations pertaining to academic and scholarly productivity where appropriate.
- Shall advise faculty of programs, funding, and professional development opportunities pertaining to the School's academic interests.
- Shall execute these and other responsibilities as assigned and/or delegated by the Director within the authorization framework of keeping the Director informed and seeking the Director's approval in instances where decisions are deemed to be beyond the realm of routine.

## Associate Director for Research and Wooster Operations

- Shall serve as the School's administrative officer for day-to-day management of personnel, facilities, and programs at Wooster including academic, research, and extension functions coordinated through the Director and Associate Director (Columbus).
- Shall be a member of the School's Executive Leadership Team
- Shall be familiar with the School's academic, research, and extension programs in the interest of promoting synergism among these programs and the School's Wooster-based programs.
- Shall serve as the Director's liaison for Wooster campus-based administrative functions, committees, programs, and constituencies.
- Shall advise the Wooster-based faculty and staff, through coordination with the Director and Associate Director on programs, funding, and professional development opportunities pertaining to the School's interests and shall be the staff administrator for the Wooster-based staff as coordinated through PI's and appropriate administrators within the School and OARDC.
- Shall advise the Director regarding merit salary adjustments and promotion for the Wooster-based staff.
- Shall advise the Director on faculty performance on the Wooster campus.
- Shall represent the School in meetings of administrators on the Wooster campus.
- This position shall be less than a half-time administrative position; thus, the incumbent shall execute those faculty responsibilities (teaching, research, extension, service) as appropriate within the assignments and position description as coordinated with the Director.
- Shall execute these and other responsibilities as assigned and/or delegated by the Director within the authorization framework of keeping the Director informed and seeking the Director's approval in instances where decisions are deemed to be beyond the realm of routine.

## Chair of Academic Affairs

- Shall serve as the chair of the Academic Affairs committee and collaborate with the School Secretary to apply University, College, and School rules concerning undergraduate degrees in the School.
- Shall be responsible for overseeing the School's undergraduate academic programs in collaboration with the School Secretary and in consultation with the Director
  1. Review faculty and staff advising responsibilities
  2. Oversee the review of course transfer requests, course substitution requests, and grade grievances
  3. Manage concurrence requests (in collaboration with the Chair of Graduate studies for courses that are 5000-level and above).
  4. Manage the review of new and revised course requests
  5. Review courses and programs and facilitate revisions to existing programs
  6. In conjunction with the School Secretary, serve as a liaison to the College or University to represent the School's undergraduate programs
  7. Work with the Director and Associate Director for Columbus operations to determine undergraduate course offerings and staffing, including the appointment and review of lecturers
  8. Review requests for course offerings and lecturer appointments for ENR courses to be offered at regional campuses and ATI
  9. Review enrollment trends and provide feedback on planned undergraduate recruitment efforts and activities
- Shall advise faculty of programs, funding, and professional development opportunities pertaining to the School's undergraduate academic interests.
- Shall work with the Director and School Secretary to designate a member of the Academic Affairs Committee as a liaison with the Honors, Scholarships and Undergraduate Research Committee and program
- Shall execute these and other responsibilities as assigned and/or delegated by the Director within the authorization framework of keeping the Director informed and seeking the Director's approval in instances where decisions are deemed to be beyond the realm of routine.

## Chair of Graduate Studies

- The Chair of Graduate Studies chairs the Graduate Studies Committee
- Heads the School's Graduate and Professional Education team.
- The Chair of Graduate Studies is responsible for applying University, College and School rules concerning graduate degrees in the School.
- Shall be responsible for overseeing the School's graduate programs in collaboration with the Associate Director (Columbus) and in consultation with the Director. Primary responsibilities assigned to the Chair of Graduate Studies and/or shared with the Associate Director (Columbus) include:
  1. Coordinate graduate admissions and university fellowships
  2. Advise graduate students and faculty
  3. Supervises the graduate program coordinator
  4. Oversees the Master's of Environment and Natural Resources program coordinator
  5. Maintains records of current and formers students, advises the Associate Director for Columbus, in making decisions related to teaching assignments to graduate students and graduate course offerings, and assists the Director in matters that generally advance the School's graduate program.
  6. Serves as the School's representative to the Graduate School and College and transmits information from the Graduate School and College to the School. The Chair of Graduate Studies will be appointed for a two year term and is eligible for reappointment.
- Shall appoint Fellowship nominating committee members and a Fellowship Nominating Committee Chair
- Shall execute these and other responsibilities as assigned and/or delegated by the Director within the authorization framework of keeping the Director informed and seeking the Director's approval in instances where decisions are deemed to be beyond the realm of routine.