

**Pattern of Administration  
for  
The Ohio State University  
Agricultural Technical Institute  
College of Food, Agricultural, and  
Environmental Sciences**

Approved by the Faculty: 01/31/2020

Approved by the Office of Academic Affairs: 10/16/2020

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## **I Introduction**

This document provides a brief description of The Ohio State University Agricultural Technical Institute (Ohio State ATI) and a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](#) and other policies and procedures of the university to which the institute and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

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

## **II Institute Mission**

The mission of Ohio State ATI is to develop high quality technical competency through our educational endeavors in programs leading to degrees in agriculture, horticulture, environmental sciences, business, and engineering technology. We aspire to provide accessible, high-quality, applied educational experiences leading to associate of science and associate of applied science degrees and certificates.

## **III Academic Rights and Responsibilities**

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

## **IV Faculty**

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of Ohio State ATI includes tenure-track and professional practice faculty with compensated FTEs of at least 50% in the institute and nine month associated faculty on three-year contracts with compensated FTEs of at least 75% in the institute.

### **A Tenure track faculty**

Ohio State ATI makes tenure track appointments. Tenure-track faculty include those persons with titles of professor, associate professor, or assistant professor who serve on appointments totaling 50% or more service to the Institute. Rules applying to tenure-track faculty are described in Chapter 6 of the [Rules of the University Faculty](#). A tenure-track faculty member may hold a non-salary courtesy appointment in another TIU or joint appointments in another TIU.

### **B Professional practice faculty**

Ohio State ATI makes professional practice appointments. Professional practice faculty titles are professional practice professor, professional practice associate professor, and professional practice assistant professor. Professional practice faculty can comprise no more than 20% of the tenure-track faculty established by [OAA](#). Professional practice faculty with compensated FTEs of at least 50% in the institute may vote in all matters of TIU governance except tenure-track appointment, promotion and tenure decisions.

## C Associated faculty

Ohio State ATI makes associated faculty appointments. Associated faculty titles are senior lecturer and lecturer. Nine month associated faculty on one- and three-year contracts with compensated FTEs of at least 75% in the institute may vote in all matters of TIU governance except tenure-track appointment, promotion, and tenure decisions and professional practice appointment and promotion decisions.

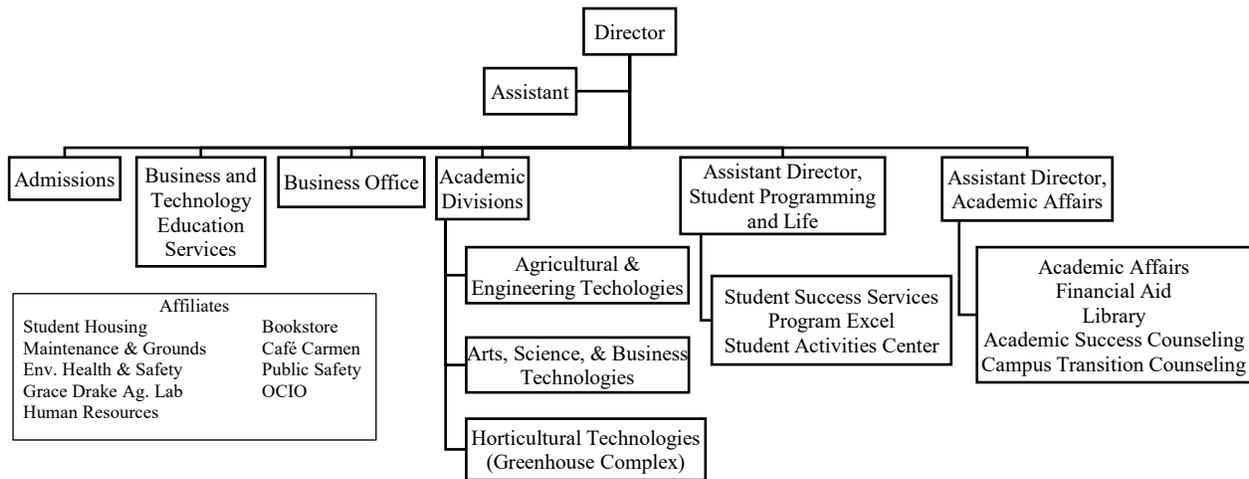
## D Emeritus faculty

Emeritus faculty in this TIU are invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

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

## V Organization of Institute Services and Staff

### A Administrative Organizational Structure



### B Organization of Institute Services and Functions

#### i Admissions

Provides student recruitment and support services for the student admission process.

#### ii Business Training and Educational Services (BTES)

Develops, organizes, and offers non-credit continuing education courses, certificate programs, and business/industry client specific contract training.

### **iii Business Office**

Provides budget, financial management, purchasing, human resources, and inventory management services.

### **iv Student Programming and Life**

Provides support services for students including professional counseling, career counseling, disability services, tutoring and success mentoring, and coordinates new student orientation, first-year experience, and second-year transformational experience. Directs recreational facilities, intramural sports, and physical activities supporting students. Many of these activities are also available to faculty and staff.

### **v Academic Affairs**

Provides campus support in the areas of student financial aid, student employment, student academic records, course scheduling and registration, degree audit, transfer credit, academic discipline, and program assessment and outcomes. It manages course and program approvals. The assistant director manages the library, counseling for academic success, campus transition, and instructional development.

### **vi Affiliates**

- **Bookstore:** Operated by Barnes & Noble, a full-service retail bookstore serves students, faculty, and staff.
- **Campus Housing:** Operated by the OSU Office of Student Life, Applewood Village houses over 460 students and is comprised of 16 furnished residential buildings spread across four streets and three neighborhood courtyards.
- **Café Carmen:** Operated by OSU Dining Services, Café Carmen is an on-campus dining facility open to faculty, staff, students, and the public.
- **OCIO:** The Office of the Chief Information Officer manages the information technology infrastructure, including hardware and software for Ohio State ATI.
- **Public Safety:** Under Wooster Campus Public Safety, the OSU Police at Wooster is responsible for law enforcement and related duties at the Agricultural Technical Institute (ATI), Applewood Apartment Village, Ohio Agricultural Research and Development Center (OARDC) experiment station in Wooster, and all outlying operations for ATI and OARDC.
- **Environmental Health & Safety:** Under Wooster Campus Public Safety, the Environmental Health and Safety Office is responsible for providing and maintaining a safe and healthy work environment for faculty, staff, students, vendors, contractors, and visitors programs, development of safety protocols and presentation of safety educational training, and accident investigations; presents safety educational training programs to reduce and control incidents involving fires, occupational diseases, hazardous materials, explosions, or human error; ensures compliance with federal, state, and local requirements.

- **Maintenance & Grounds Services:** The Wooster Campus Facilities Services provides campus building maintenance, vehicle maintenance, and services for custodial, roads, landscaping, and grounds for the Ohio State ATI campus.
- **Grace Drake Agricultural Lab and affiliated facilities:** Staff members facilitate use of and teaching at a 1,718-acre learning laboratory owned by the university and used for agricultural programs including dairy, beef, swine, equine, and agronomic crop production and management.
- **Human Resources:** The College of Food, Agricultural, and Environmental Sciences (CFAES) human resources staff serve Ohio State ATI in personnel matters.

## VI Overview of Institute Administration and Decision Making

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

## VII Institute 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 institute programs, subject to the approval of the dean of the college, and to conduct the business of the institute 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, the assistant director of academic affairs, and the dean of the college a progressive academic 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 courses, including written evaluation by students of the courses and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both university and institute established criteria; to inform faculty members when they receive their annual review of their right to review

their primary personnel file maintained by their institute and to place in that file a response to any evaluation, comment, or other material contained in the file.

- To review staff who report directly to the director.
- To recommend, after consultation with the tenured faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the institute faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and this institute's [Appointments, Promotion, and Tenure Document](#).
- To see that all faculty members, regardless of their assigned location, are offered the institutional 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 institute'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 institute's administrative leadership, 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 of Administration, subject, when relevant, to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

Operational efficiency requires the director exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of institute academic goals, however, is 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 Other Administrators**

### **i Assistant Director of Academic Affairs**

This position is an appointed position with the assistant director of academic affairs serving at the pleasure of the director. The assistant director of academic affairs consults with the director when inputs are requested and assists the director in administering the academic programs. Specific responsibilities of the assistant director of academic affairs are to develop and process curricula and coursework; supervise learning services; supervise academic advising; supervise development of the master schedule of classes; administer faculty in-service programs; administer academic discipline (probations, dismissals); supervise evaluation of transfer credit; supervise student registration procedures; interrelate with personnel at the university level on academic affairs, Ohio Department of Higher Education, US Department of Education, and relevant state and national groups; hold formal and informal faculty development sessions on policies and procedures and classroom methodologies; interpret academic procedures and policies; oversee issues related to financial

aid, scholarships, and job placement; administer Ohio State ATI programs for faculty orientation of new appointees; and serve as acting director at the request of the director.

**ii Assistant Director of Student Programming and Life**

This position is an appointed position with the assistant director of student programming and life serving at the pleasure of the director. The assistant director consults with the director as requested and assists the director in administering student life programming on the Wooster campus. Specific responsibilities of the assistant director of student programming and life are to provide overall supervision and leadership for student co-curricular, recreational, mental health, and disability service activities; assist University Housing staff in their efforts to provide student life programming to Wooster campus residential students; collaborate with and assist other Wooster campus and CFAES entities in their efforts to provide programming that promotes the well-being of Wooster campus students; interrelate with personnel at the university level on student life, and relevant state and national groups; and serve as acting director at the request of the director.

**iii Division Chairs**

These positions are appointed with the division chairs serving at the pleasure of the director. Division chairs are members of the tenure-track faculty and are appointed for 4 years and renewal of the appointment is at the discretion of the director after gaining input from faculty regarding their performance as division chair. All division chairs have teaching responsibilities during their 4-year administrative term appointments in addition to their division chair administration responsibilities. The division chair appointment is considered a component of service responsibilities in performance assessments. The major responsibilities of the division chairs are to plan and implement division programs in consultation with faculty, the director, and assistant directors; recommend appointments, promotions, and dismissals to the director; in consultation, under the leadership of the director, participate in annual performance reviews of division faculty; conduct annual performance reviews of associated faculty; conduct annual performance reviews of division staff; facilitate professional development of division faculty and staff; provide leadership to faculty assignments; advise the director about appointments to coordinator positions; assist assistant director of academic affairs in orientation of new regular and associated faculty hires; work with other division chairs on curricula and scheduling; work closely with the assistant director of academic affairs on academic matters; prepare short- and long-term plans for division personnel, facilities and equipment, and budget needs for the director's assessment and consideration; manage the business of the division; and provide academic leadership for utilization of enterprise laboratories (e.g., greenhouse, farm, and equine operations).

**iv Academic Program Coordinators**

These positions are appointed positions serving at the pleasure of the respective division chair. The primary responsibilities of academic program coordinators are considered a component of service. Other responsibilities related to this appointment are assist admissions personnel in attracting prospective students and keeping them informed about academic program updates; meeting with prospective students and providing them with information about Ohio State ATI programs; conduct the academic advising in the relevant program area and, if advising load becomes an unworkable task, work with the division chair for additional help in this regard; assist the division chair in selecting associated faculty; consult with the director and division chair on budget allocations in the division; provide leadership in course

and curricula design considering the program and educational needs of students and the industry, and maintain strong liaison with industry and provide leadership for advisory committees as needed.

**v Area Coordinators**

These positions are appointed positions serving at the pleasure of the respective division chair. The primary responsibilities of area coordinators are considered a component of service. Other responsibilities related to this appointment are assist the division chair with scheduling classes; develop syllabi; assist the division chair in selecting associated faculty; work with the division chair to orient associated faculty with courses, procedures, and rules; work with division chair in their leadership role in conducting peer evaluations for associated faculty; work with departmental and regional campus faculty to ensure consistency of instruction for courses taught on multiple campuses; apprise division chair of curricular needs; determine appropriate transfer equivalencies to Ohio State ATI courses; administer credit by examination (EM) tests, process EM credit, and review testing for entrance placement as needed; and work with BTES in addressing credit and non-credit courses.

**C Committees**

Much of the development and implementation of the institute's policies and programs is carried out by standing and *ad hoc* committees. The director is an *ex officio* member of all institute committees and may vote as a member on all committees except of the Committee of Eligible Faculty, Faculty Assembly, and Promotion and Tenure Committee.

**i Administrative Leadership**

The Administrative Leadership group comprises the assistant directors, the division chairs, a human resources representative, leaders of the business office, BTES, and admissions, and the assistant to the director. The group meets monthly and discusses all business of the institute. The director chairs this group.

**ii Standing Committees**

Committees shall exist for the purpose of providing a forum for discussion and for reaching decisions on matters of concern to the campus. The director shall establish committees to fulfill explicit missions. Each committee shall have a well-defined mission that is documented in a written constitution. Any changes in mission or scope of activities must be approved by the director. The role of each committee must be reviewed by the director at least once every two years. Committees will be given the opportunity to report activities at the appropriate venue (campus, staff, or faculty meetings and/or at the Faculty Assembly.)

Committee members will be chosen through election, volunteering, or appointment and may include tenure-track and professional practice faculty with compensated FTEs of at least 50% in the institute and nine month associated faculty on three-year contracts with compensated FTEs of at least 75% in the institute, unless designated otherwise in this document. Appointments will be made by the director after consultation with the assistant directors and division chairs and will consider factors such as expertise, interest, and workload. Effort will be made to include faculty at different career stages and from different academic areas on each committee. The director shall provide a list of current committee assignments to members of the Ohio State ATI faculty. The selection of staff to serve on committees shall

be done through election, volunteering, or appointment.

Standing committee members normally shall serve for a 3-year period. Term of office shall be adjusted, if necessary, to 1, 2, or 3 years to achieve staggered continuity. Membership on the standing committees shall begin on June 1.

Members of each committee elect the chair annually unless designated otherwise in this document. Members of each committee shall meet upon the call of the chair or upon petition of two or more committee members, but not less than once per year.

Student Representation - Students should be consulted by committees on an *ad hoc* basis regarding substantive institute issues.

- **Academic Affairs Committee** - The Ohio State ATI Academic Affairs Committee represents the faculty in meeting the responsibility for review and approval of course offerings, curriculum requirements, and matters of academic policy within the framework of the Rules of the University Faculty and the Bylaws of the Board of Trustees. According to the Constitution of the Ohio State ATI Academic Affairs Committee, the committee is composed of 1. Six faculty members comprise the voting body of the committee. Each division will elect two members and at a minimum, one of the two members from each division will be a tenured faculty member and one member will have previous experience on the committee; and 2. The assistant director for academic affairs, a non-voting member, shall serve as a liaison between the college and university and provide guidance on policy and procedure; and 3. The academic records manager, a non-voting member, shall serve to document the minutes and provide curricular data. To avoid real or perceived impropriety of positional power, the division chairs and assistant director of student programming and life shall not be members of the Academic Affairs Committee.
- **Employee Events Committee** - The Ohio State ATI Employee Events Committee plans events celebrating employee accomplishments and designs avenues for camaraderie. The committee comprises representatives (faculty or staff) from each administrative unit.
- **Faculty Assembly** - The Ohio State ATI Faculty Assembly is the official forum and voice of the campus faculty. It is chaired by the Faculty President and is an organization according to the Constitution of the Faculty Assembly. The Faculty Assembly membership consists of tenure-track, professional practice, and associated faculty (as per the constitution). The voting members of the Faculty Assembly elect their own officers and set their own constitution and by-laws. The Faculty President convenes the Faculty Assembly at least once each semester, gives notice of regular meetings as far in advance as possible (but at least a week), and ensures minutes are taken and maintained. To avoid real or perceived impropriety of positional power, the division chairs, assistant directors, and director shall not be members of the Faculty Assembly but may be invited to attend its meetings and participate in its deliberations.

The Faculty Assembly has defined in its constitution and has delegated certain powers to an Executive Council. The Executive Council consists of the President, Vice President, Past President, Secretary, and two at-large Members, all of whom are elected to terms of service as described in the Constitution of the Faculty Assembly. The President presides over the meetings. The Director may attend Executive Council meetings when invited by the Council members.

- **Faculty Recognition Committees** - The Ohio State ATI Faculty Recognition Committees solicit nominations for faculty who are worthy of the Ohio State ATI distinguished teaching and outstanding advisor awards. The committees review nominations and select the award recipients. The two award recipients are selected on the basis of quality of teaching or advising at Ohio State ATI. The committees are comprised of three members each - the last three recipients for the distinguished teacher and outstanding advisor awards. The committee chairs are the least recent winners. The recipients are announced at the annual faculty and staff recognition reception. The assistant director of academic affairs serves as an *ex officio* member.
- **Homecoming Committee** - The Ohio State ATI Homecoming Committee provides leadership for the regional homecoming festivities both on the Ohio State ATI and Columbus campuses including the selection of the Ohio State ATI homecoming court. The committee comprises six volunteer faculty and staff and the Ohio State ATI Housing Coordinator.
- **Promotion and Tenure Committee** – The Ohio State ATI Promotion and Tenure Committee assists the Committee of the Eligible Faculty in managing the personnel and promotion and tenure issues. The committee consists of five tenured faculty members, one from each division and two at large, with a minimum of one professor. The members will elect a chair annually. When considering cases involving professional practice faculty the Promotion and Tenure Committee may be augmented by one nonprobationary professional practice faculty member. To avoid real or perceived impropriety of positional power, division chairs and the assistant directors are not permitted to serve on this committee.
- **Research, Creative, and Other Scholarly Activities (RCOSA) Committee** - The Ohio State ATI RCOSA Committee provides leadership for research enhancement and other creative/scholarly activity pertaining to faculty development. This committee plans and implements the faculty seminars. This committee also selects the recipient of the annual Outstanding Scholarship and Research Award. The RCOSA Committee consists of one elected tenured or tenure-track faculty member from each division and two tenured faculty members-at-large elected by the faculty.
- **Staff Recognition Committee** - The Ohio State ATI Staff Recognition Committee solicits nominations for staff who are worthy of the Ohio State ATI outstanding staff award. The committee reviews applications and selects two award recipients. The award recipients are selected based on quality of efforts in addressing the responsibilities of the position into which the staff member is employed and service to the institute and beyond. The committee comprises four members - the last four recipients for the outstanding staff award. The recipient is announced at the annual faculty and staff recognition reception. The assistant director of academic affairs serves as an *ex officio* member.
- **Student Recognition Committee** – The Ohio State ATI Student Recognition Committee solicits nominations for students worthy of outstanding student and director's awards. The committee reviews applications and recommends students to the director. The director chooses the recipient of the director's award based on academic history, participation in Ohio State ATI organizations and activities, on-campus leadership and awards, community leadership and awards, and work experience. Committee members plan and conduct the annual outstanding student recognition banquet. The committee is comprised of three faculty, two staff, and one student appointed by the director. The assistant to the director and assistant director of academic affairs serve as *ex officio* members.

- **Teaching Committee** – The Ohio State ATI Teaching Committee assists in the dissemination of teaching development and enhancement opportunities, creates opportunities for reflecting upon teaching, promotes ways to actively engage the students, supports and promotes the scholarship of teaching, and strengthens the overall commitment to teaching excellence. The committee’s chair and membership are appointed by the director. The assistant director of academic affairs serves as an *ex officio* member.
- **Writing Across the Curriculum Committee** – The goal of the Writing Across the Curriculum program supports the role of writing as a powerful tool for thinking, inquiry, and communication across the Wooster campus by:
  - supporting faculty interested in integrating writing into their courses by providing workshops, resources, and individual consultations;
  - providing support to students through the learning lab, online resources, and ESL workshops and classes;
  - collecting data and conducting assessment on the success of writing instruction and support initiatives;
  - supporting faculty writers (ESL workshops, writing boot camps);
  - reaching out to promote and support writing in the local community (including workshops for high school teachers, classes for business people, ESL for the workplace, etc.).

The committee is comprised of Writing Programs Administrator and six faculty members (2 from each division) appointed by the director. The assistant director of academic affairs serves as an *ex officio* member.

- **Wooster Campus Diversity Committee** - The Ohio State ATI Wooster Campus Diversity team is a subset of the College Extension Diversity Catalyst Team and is an Ohio State ATI and OARDC joint venture. This committee shares the mission of the college diversity team which is to "create a climate of inclusion and inspire an appreciation of diversity." Specific areas of focus are professional development/diversity opportunities for faculty and staff; serve as role models and ambassadors of diversity and inclusion; and create a support program for international employees/students, minorities and members of other diverse groups working on the Wooster campus. The Ohio State ATI portion of the committee comprises two faculty members, two staff members, and one student appointed by the director.

### iii *Ad Hoc* Committees

*Ad Hoc* Committees may be appointed by the director to address specific concerns and recommend action for resolution.

## VIII Faculty Meetings

The director will provide to the faculty a schedule of institute faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-mail or Buckeye Box before a scheduled meeting. Reasonable efforts will be made to call for agenda items within a week of the meeting and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the faculty will also be scheduled on written request of 25% of the institute faculty. The director will make reasonable efforts to have the meeting take place within one week

of receipt of the request. The director will distribute minutes of faculty meetings to faculty by e-mail or in Buckeye Box—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

Special policies pertain to voting on personnel matters, and these are set forth in the institute's [Appointments, Promotion, and Tenure Document](#).

For purposes of discussing institute business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote.

Either the director or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given two business days to respond.

When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved, the director will necessarily make the final decision.

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

## **IX Distribution of Faculty Duties and Responsibilities**

The Office of Academic Affairs requires TIU's to have guidelines on the distribution of faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](#), Volume 1, Chapter 2, Section 1.4.3).

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

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the director.

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

## A Tenure-track Faculty

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

### i Teaching

All tenure-track faculty are expected to contribute to the institute's teaching, as defined by Faculty Rule [3335-6](#). The following variables will be used to determine instructional assignments.

- **Autumn and Spring Semester Teaching Assignment** - Under normal circumstances, the maximum semester instructional load will be 3 classes/10 credit hours/14 contact hours per week for a faculty member on a 100% teaching appointment. Adjustments are made for other distributions of appointment and class size.
- **Annual Teaching Assignment** - Under normal circumstances the annual maximum instructional load will be:
  - 6 classes/20 credit hours/28 contact hours for a faculty member on a 100% teaching appointment. Adjustments are made for other distributions of appointment.
  - faculty with 12-month appointments may have additional classes/credit hours/contact hours during the summer semester due to internship courses.
- The following criteria will be considered in adjusting teaching assignments for an individual in each semester:
  - Probationary status
  - Course taught for the first time
  - Number of sections taught of the same course
  - Course enrollment
  - Extent to which writing is required of students
  - Laboratory component associated with the course
  - Laboratory set up support
  - Technician support for instruction
  - Involvement in practicum, internship, and individual studies
  - Involvement in workforce (non-credit) classes, seminars, and/or workshops
  - Travel required to teach the course
  - Development and/or use of innovative teaching approaches/materials

The teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the institute, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment in consultation with the division chairs.

The director is responsible for making teaching assignments on an annual basis and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best

interests of the institute. All faculty members must do some formal instruction over the course of the academic year.

## **ii Scholarship**

All tenure-track faculty members are expected to be engaged in scholarship as defined in the institute's [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals related to pedagogy or their discipline. Other scholarly documents could include edited book chapters, presentation at professional and/or industry meetings, authorship and publication of educational media materials and software, editorship of journals, and other methods. Faculty engaged in basic or applied research are expected to attract extramural funding. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research as appropriate.

## **iii Service**

Faculty members are expected to be engaged in service and outreach to the institute, university, profession, and community. Typically, this will include service on committees within the institute and one outside of the institute when opportunities are available. This pattern can be adjusted depending on the nature of the assignment (e.g., service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the institute, college, or university).

All faculty members are expected to attend and participate in faculty meetings and other institute events.

Examples of acceptable service activities include institute, college and university committees; advising student organizations; active participation in professional and/or industry and/or community organizations; and administrative service to the university. Examples of administrative service include coordinating an academic program or discipline area and conducting prospective student interviews and other recruitment activities.

## **B Professional Practice Faculty**

All professional practice faculty are expected to contribute to the institute's teaching, as defined by Faculty Rule [3335-6](#), in the undergraduate curriculum. Service expectations are similar to those for the tenure-track. The standard teaching assignment for full-time professional practice faculty members is seven courses/21 credit hours/30 contact hours per academic year.

## **C Associated Faculty**

All associated faculty are expected to contribute to the institute's teaching, as defined by Faculty Rule [3335-6](#), in the undergraduate curriculum. The standard teaching assignment for full-time lecturers is eight courses/24 credit hours/34 contact hours per academic year. Expectations for compensated visiting faculty members will be based on the terms of their appointment. Associated faculty who are area coordinators or program coordinators may have a modification of their teaching assignment.

## **D Parental Modification of Duties**

Ohio State ATI strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the institute is committed to adhering to CFAES's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the [college pattern of administration](#) for details.

The faculty member requesting the modification of duties for childbirth/adoption and the 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 Course Offerings and Teaching Schedule**

The assistant director of academic affairs in consultation with the director and division chairs will develop a schedule of course offerings and teaching schedules. While every effort will be made to accommodate the individual preferences of faculty, the institute's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure course offerings match student demand and timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-17](#) will normally be cancelled and the faculty member scheduled to teach the course will be assigned to another course for that or a subsequent semester.

## **XI Allocation of Institute Resources**

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

The director will discuss the institute budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the director.

Research space shall be allocated on the basis of research productivity, including external funding, and will be reallocated periodically as these faculty-specific variables change. The allocation of office space will include considerations such as achieving proximity of faculty in subdisciplines and productivity and grouping staff functions to maximize efficiency.

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

Recommendations for allocation of the professional development funds will be made by the administrative leadership committee to the director, and the director will make the final decision on allocation from these accounts.

## **XII Leaves and Absences**

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.

#### **A Discretionary Absence**

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

#### **B Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR [Policy 6.27](#).

#### **C Unpaid Leaves of Absence**

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#).

#### **D Faculty Professional Leave**

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#). The director's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the institute and to the faculty member as well as the ability of the institute to accommodate the leave at the time requested. The proposal for leave should include how the faculty member's duties will be covered while absent and must be turned in one year in advance of the proposed leave.

### **XIII Supplemental Compensation and Paid External Consulting**

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

This institute adheres to these policies in every respect. In particular, this institute 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 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 institute. 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 TIU faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him or her, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's TIU head and dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the TIU or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

#### **XIV Financial Conflicts of Interest**

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

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

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

#### **XV Grievance Procedures**

Members of the institute with grievances should discuss them with the director who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances

##### **A 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 (see the Office of Academic Affairs [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.

## **B Faculty Misconduct**

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

## **C Faculty Promotion and Tenure Appeals**

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

## **D Sexual Misconduct**

The university's policy and procedures related to sexual misconduct are set forth in OHR [Policy 1.15](#).

## **E 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 a student brings complaints about courses and instructors to the division chair, the chair will first ascertain whether or not the student requires 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 student and any affected faculty. If the student or faculty member is not satisfied with the resolution from the chair, the complaint can be escalated to the assistant director of academic affairs and then the director. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the 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 also Faculty Rule [3335-23-05](#)).

## **F Code of Student Conduct**

In accordance with the [Code of Student Conduct](#), faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct.