

**Human and
Community
Resource
Development**

**Pattern of
Administration**

June 2006



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PATTERN OF ADMINISTRATION

Department of Human and Community Resource Development

College of Food, Agricultural, and Environmental Sciences

The Ohio State University

I. INTRODUCTION

This document outlines the organization of the Department of Human and Community Resource Development (hereafter referred to as HCRD or the Department) and describes the policies and procedures that guide departmental operations. This document is a supplement to the *Rules of the University Faculty* and other policies and procedures of the University to which the Department and its faculty are subject. The *Rules of the University Faculty* policies and procedures, and changes in them, take precedence over this document.

This *Pattern of Administration* is subject to continuing revision and must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair (Faculty Rule 3335-3-35). Revisions may be made at any time. Changes will be made in consultation with and by majority vote of the Department faculty, and will be disseminated in writing to Department faculty until changes are sufficient to warrant printing and distributing a corrected document. A current version of this document will be posted on the HCRD website <http://www.ag.ohio-state.edu/%7Ehcrd/>.

II. MISSION

The mission of the Department of Human and Community Resource Development is to serve Ohio, the nation, and the world by generating, teaching, and applying social and behavioral science knowledge in the context of the food, agricultural, and environmental sciences.

The Department generates and communicates knowledge in the land-grant tradition of research, teaching, and public service to enhance the quality of human life. Excellence in scholarship is demonstrated through intellectual work that is validated by peers and communicated to stakeholders. Peer validation and communication occurs in a variety of ways including, but not limited to, peer-reviewed publications. Scholarship is broadly defined as discovering new

knowledge; disseminating new knowledge for human development and benefit; applying theories and knowledge to the problems, issues, and realities of life; and integrating knowledge to lead to new understandings. [Boyer, 1997]

Scholarship is expected of all professorial rank faculty members, regardless of assigned duties or funding sources. Documentation of excellence in scholarship focuses on outcomes and accomplishments rather than inputs and activities.

A. FUNCTIONS OF THE DEPARTMENT

The Department fulfills its mission through three primary functions that characterize land-grant institutions; namely teaching, research, and service. More specifically, the Department:

- (1) prepares undergraduate students in agricultural and extension education and agricultural communication for positions in public and private institutions, organizations, and businesses;
- (2) prepares graduate students for positions in agricultural communication, agricultural and extension education, and rural sociology;
- (3) teaches undergraduate service courses in agricultural communication, leadership development, rural sociology, and data analysis for students in the Department, the College, and the University;
- (4) teaches graduate courses in agricultural communication, agricultural and extension education, rural sociology, research methods and data analysis, and teaching and learning for students in the Department, the College, and the University;
- (5) conducts research in three primary thematic areas encompassing: areas of social and economic change assessment, human and community development, and instruction and educational programming; and
- (6) participates in service that contributes to the missions of the Department, the College, the University, and professional

disciplines related to communication, education, extension, and rural sociology.

B. STRUCTURE

The Department is comprised of three programs that have been organized into one department for administrative purposes. The three programs represent the disciplines of agricultural communication, agricultural and extension education, and rural sociology. Each of the programs is characterized by a culture and history that is unique to the discipline based on certain philosophical principles. However, the human or social dimension is a common thread that links programs together as a department.

The Department recognizes and values inherent characteristics and strengths of each discipline and encourages collaboration between and among them. Interdisciplinary efforts benefit from the synergy that results from collaboration between talented, disciplinary faculty.

C. PRIORITIES

The Department of Human and Community Resource Development is administered through the College of Food, Agricultural, and Environmental Sciences (hereafter referred to as: CFAES or College). The College has adopted a four-sided pyramid as the conceptual model to guide program and decision-making efforts. Each side of the pyramid represents by one of the following dimensions:

Production Efficiency
Economic Viability
Environmental Compatibility
Social Responsibility

Although faculty and programs may contribute to multiple dimensions, HCRD provides leadership for Social Responsibility. Therefore, each faculty member is expected to examine their roles and responsibilities to contribute to the Social Responsibility dimension within the College.

All faculty are expected to develop a focused program of research and scholarship that support at least one of three themes identified as

priorities for the department: a) social and economic change assessment, b) human and community development, and c) instructional and educational programming. These themes encompass basic socioeconomic and human needs of Ohio citizens and beyond. The themes accommodate critical interactions among the production, economic, environmental, and social aspects of food, agricultural, and environmental sciences, and are not mutually exclusive. A common thread among the themes is the need for policy analysis, program development and evaluation, communication, instructional strategies, and administration and supervision to strengthen formal and non-formal educational programs

D. VALUES

The following core values have been designated by HCRD faculty as foundational elements that are used to guide departmental decision-making processes.

- Excellence
- Integrity
- Flexibility
- Collaboration
- Responsiveness
- Resource Consciousness
- Diversity

III. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The Department is comprised of three categories of personnel: faculty, staff, and students.

A. FACULTY

Faculty duties and responsibilities are defined in Section VI of the OSU Office of Academic Affairs *Policies and Procedures Handbook* (<http://oaa.osu.edu/handbook/tc.html>), and the *Rules of the University Faculty* on the OSU Board of Trustees website (<http://trustees.osu.edu/ChapIndex/index.php>), as well as the Department's *Pattern of Administration* (see Section IV below).

B. STAFF

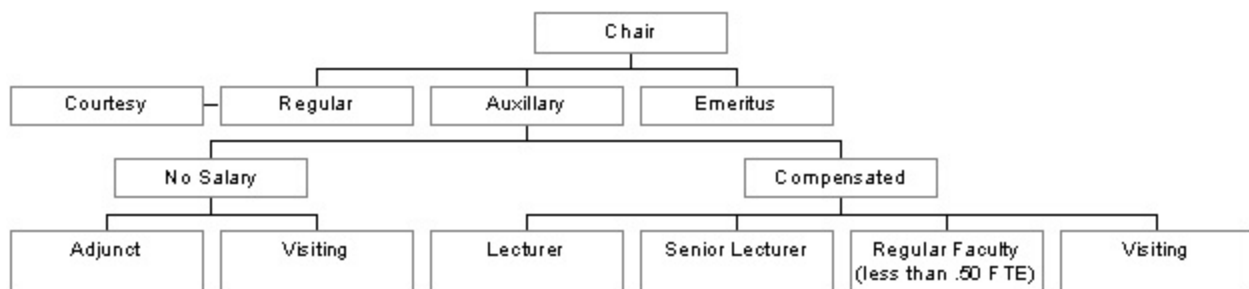
Staff include those who provide administrative support and assistance in carrying out the functions of the Department, in addition to technical and clerical support to faculty or other staff. Examples of staff titles include: director, administrative associate, program assistant, research assistant, research associate, and office associate. Staff are supervised by the Department Chair unless supervisory responsibility is specifically delegated to another member of the Department.

C. STUDENTS

University rules regarding undergraduate and graduate students are contained in The Ohio State University *Student Handbook*. Departmental rules for graduate students supplement this document in addition to the *Graduate School Handbook* and the *Graduate Program Handbook*.

IV. FACULTY (see Faculty Rule 3335-5-19)

The Department faculty includes all regular, auxiliary, and emeritus faculty titles on full- or part-time appointments, with or without salary as defined by Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules5/ru5-19.html>). The Department Chair shall be Chair of the Department faculty. All Regular Faculty appointments (including administrators with HCRD faculty appointments) must be approved by the Department faculty eligible to vote (See Sec. III. A.) and the Dean of the College.



A. REGULAR FACULTY

Regular Faculty in the Department include persons with titles of Professor, Associate Professor, Assistant Professor, or Instructor who

serve on appointments totaling fifty percent or more service to the University. Regular Faculty are tenure-track faculty. Only Regular Faculty with a salaried appointment of .25 FTE or above in the Department are eligible to vote on departmental matters unless otherwise specified.

Courtesy Appointments in the Department are reserved for regular faculty from other tenure initiating units (TIU) at The Ohio State University. Faculty granted a courtesy appointment are expected to contribute to the Department's teaching, research, or service program(s). Courtesy appointments are not compensated by the Department and will be reviewed every three years. Reappointment will be determined by a majority vote of the regular faculty. Faculty on courtesy appointment are not eligible to vote on departmental governance issues.

B. AUXILIARY FACULTY

Auxiliary Faculty include persons with adjunct titles, visiting titles, and compensated auxiliary faculty. Persons with Regular Faculty titles may not hold auxiliary titles. Auxiliary Faculty are not eligible for tenure, may not vote at any level of governance and may not participate in promotion and tenure matters (Faculty Rule 3335-5-19). All Auxiliary Faculty appointments are for the duration of up to one year, automatically expiring on June 30 unless an earlier expiration date is indicated.

1. Adjunct Faculty (for persons who are not current OSU faculty members)

The titles of Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, and Adjunct Instructor shall be used to confer faculty status on persons who have credentials comparable to regular faculty of equivalent rank. Adjunct Faculty appointments are warranted when there is evidence of a substantial, continuing professional contribution by the appointee to the Department. Examples of professional contributions include: serving on graduate student committees, serving as an internship mentor, guest teaching in credit and non-credit courses, developing instructional materials, collaborating on research projects, and/or assisting in the service mission of the Department.

All Adjunct Faculty must be approved by the regular faculty. Reappointments to Adjunct Faculty positions will be approved by a majority vote of faculty present at the regularly scheduled Department faculty meeting in June of each year.

2. Visiting Faculty

The titles of Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, and Visiting Instructor shall be used to confer faculty status on persons who have credentials comparable to regular faculty of equivalent rank who spend a limited period of time on formal appointment and in residence at The Ohio State University for purposes of participating in the teaching, research, or Extension programs of the Department. Visiting faculty titles will be commensurate with the academic title of the visiting faculty member's home institution. A visiting appointment cannot exceed three continuous academic years of service.

3. Compensated Auxiliary Faculty

These faculty include Lecturers and Senior Lecturers and may also include faculty with regular titles below 50 percent appointments and visiting faculty. Because these persons are compensated for their efforts, they will be contracted for very specific roles and responsibilities in the Department as specified in their letter of offer. The Chair will consult with the respective Program Leader prior to the appointment of Compensated Auxiliary Faculty.

C. EMERITUS FACULTY

Individuals upon retirement from the University, may be recommended by the Chair of the Department to the Dean, and the 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 privileges provided by the Department or the Office of Human Resources (Faculty Rule 3335-5-19, <http://trustees.osu.edu/rules5/ru5-19.html>).

V. OVERVIEW OF DEPARTMENT ADMINISTRATION AND DECISION MAKING

Departmental program and policy decisions are made in a variety of ways. The nature and importance of each decision influences how it is to be addressed.

Department governance is based on the general principle that the more important the matter to be decided, the more widespread the agreement on the decision needs to be. Open discussion, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance.

The Department faculty will meet once each month in formal session during the regular academic year. One extended planning conference will be held each year to engage faculty in a continuing dialogue about future directions for the Department. Prior to the beginning of each academic year, the Department Chair should provide a tentative schedule of regular Department faculty meetings to all faculty members and staff. Prior to each faculty meeting, an agenda will be developed and distributed by the Chair. Faculty may submit items for the agenda up to one week prior to the meeting. In addition to attendance by regular faculty members with appointments in the Department Auxiliary Faculty in the Department, and Graduate Associates in residence are invited to attend Department faculty meetings. (Note: Only Regular Faculty with at least a .50 FTE appointment in the Department are eligible to vote on official business matters.)

In order for an official Department faculty meeting to take place, a quorum must be present. A quorum shall be constituted by a simple majority (50 percent plus one) of all Regular Faculty in the Department. A petition by a majority of the Regular Faculty will necessitate the Chair to “call” a Department faculty meeting within one week. Meetings will be governed by the latest edition of *Robert’s Rules of Order Newly Revised*. The Chair may appoint a parliamentarian to assure that parliamentary rules are correctly interpreted and applied.

Department faculty meetings are used to:

- (1) discuss and formulate policy and procedural changes proposed by the Chair, individual faculty members, or by departmental standing or ad hoc committees;
- (2) formally act on policy and procedural proposals and recommendations;
and

- (3) disseminate information, by the Chair and other members of the faculty, on matters of general departmental interest.

Electronic balloting may be employed for non-policy decisions. Absentee ballots will be accepted if requested by a faculty member prior to the Departmental faculty meeting, except for voting on promotion and tenure candidates.

Minutes of all Department faculty meetings (including attachments for faculty members who were unable to attend) will be distributed to faculty members. The Department Chair maintains a file of the minutes of all Department faculty meetings and a record of the actions taken by the faculty.

VI. DEPARTMENT ADMINISTRATION

A. CHAIR

The Chair is responsible for the general administration of the Department as set forth in Faculty Rule 3335-3-35 (<http://trustees.osu.edu/rules3/ru3-35.html>). Each member of the faculty shall be responsible to the Chair (Rule 3335-1-03.D, <http://trustees.osu.edu/bylaws/bl1-03.htm>) for the faithful and efficient performance of their duties (Rule 3335-1-04, <http://trustees.osu.edu/bylaws/bl1-03.htm>). In accordance with the policies of The Ohio State University Board of Trustees, as set forth in the Rules, all administrative matters related to the Department (e.g., appointments, recommendations, budget and resource requests) are forwarded to the appropriate administrative officer of the College or University by the Chair. The Chair will be appointed for a term of four years by the Board of Trustees upon the nomination of the President. A Chair shall be eligible for reappointment. In selecting a Chair, the President shall confer with the Dean of the College involved, who, in turn, will consult with the faculty of the Department as well as other appropriate University officials.

The performance of the Department Chair will be evaluated annually in a continuing improvement effort. All faculty and staff will be provided with the opportunity to provide input in the annual review process.

B. DUTIES OF THE CHAIR

(See Faculty Rule 3335-3-35 (c)(3)

<http://trustees.osu.edu/rules3/ru3-35.html>)

The duties of the Chair of the Department shall be:

1. To have general administrative responsibility for the Department by providing vision and leadership, subject to the approval of the Dean of the College.
2. To develop, in consultation with the faculty, a *Pattern of Administration*. This *Pattern of Administration* shall be made available to all present and prospective members of the faculty of the Department, and a copy shall be deposited in the office of the Dean of the College and in the Office of the Provost.
 - A. To provide a schedule of all regular department faculty meetings to all faculty before the start of each academic year.
 - B. To maintain minutes of all department faculty meetings and maintain records of all other actions covered by the *Pattern of Administration*.
 - C. To consult with the faculty as a whole on all policy matters, whenever practicable, at a meeting of the faculty as a whole.
 - D. To recognize, in principle, the presumption of majority rule on all matters covered by the Department's *Pattern of Administration*. There may be unusual circumstances in which the Chair finds it necessary to depart from the decision of the majority of the faculty. In such cases, it is incumbent upon the Chair to communicate to the faculty, at a Department faculty meeting, the reasons for the departure from the majority decision. This communication shall outline the preference of the majority of the faculty, the decision of the Chair, and the reasons for the decision.
 - E. To ensure that faculty are consulted in the review and selection of new faculty members for appointment.

- F. To ensure that faculty duties and responsibilities in instruction, scholarship, and service are assigned and distributed equitably.
 - G. To create committees and task forces and assign faculty, staff, and students that meet Department needs. The selection of personnel to serve on these assignments shall consider factors such as expertise, interest, workload, and the diversity of interests within the Department.
 - H. To maintain and build relations with alumni, program funders, employers of graduates, professional societies and other stakeholders.
3. To administer the Department with efficiency and dispatch.
 4. To plan a progressive program with the members of the faculty and the College Administrative Cabinet.
 5. To continuously evaluate the instructional and administrative processes and lead in the study of methods of improving them.
 6. To conduct an annual performance review of each faculty member in accordance with criteria approved by the Board of Trustees and subject to instructions from the Provost.
 7. To inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by the Department and to place in that file a response to any evaluation, comment or other materials contained in that file (Faculty Rule 3335-3-35(c)(3) <http://trustees.osu.edu/rules3/ru3-35.html>).
 8. To recommend to the Dean of the College, after consultation with the faculty in accordance with this *Pattern of Administration*, appointments, promotions, dismissals, and decisions affecting the tenure of members of the Department faculty.
 9. To encourage research and educational investigations.

10. To see that all faculty, regardless of their appointment, are offered the departmental privileges and responsibilities appropriate to their rank and, in general, to provide leadership resulting in a high level of morale.
11. To see that adequate supervision and training are given to faculty and staff.
12. To prepare annual budget recommendations for the consideration of the Dean of the College.
13. To promote improvement of instruction by encouraging the evaluation of each course when offered, including written evaluations by students of the course and instructors, and periodic course review by the faculty.
14. To observe each untenured faculty member's teaching at least once each year and each tenured faculty member once every four years.

C. DEPARTMENT OPERATING PRINCIPLES

1. Students are our number one priority and the primary reason we exist as a Department. We have an obligation to serve their needs and interests to the best of our ability.
2. All faculty and staff are essential to a quality program. We will strive to hire and support the best faculty, staff, and graduate associates for every position.
3. Faculty and staff are encouraged to fulfill their assignments and responsibilities to a high standard of quality.
4. Faculty and staff should recognize that their first priority is to their primary appointment, however, they are free to accept additional service roles and responsibilities that do not interfere with fulfillment of their primary appointment expectations.
5. Faculty have the freedom to work on behalf of their program area and Department in whatever manner they deem appropriate; however, they should keep others informed of their efforts.

6. Honesty and trust among faculty and staff are an absolute necessity for a successful program. Open communication is needed to maintain a trusting working relationship. In addition, tact should be an important consideration in all interpersonal communication.
7. The image of the Department is affected by the performance of each faculty, staff, and student. We should each strive and encourage others to perform in a manner that will reflect positively on our Department.
8. Major decisions affecting the Department and its programs will be made by the faculty, with the Department Chair serving as the primary spokesperson for the Department with college administration.
9. Graduate students are important partners in our Department. The contributions and assistance of graduate students should be planned to enhance departmental efforts while simultaneously providing them with professional development experiences.
10. The success of our Department is based on the collective success of each faculty, staff, and student. We should all encourage, promote, and celebrate the success of each of our colleagues.

D. PROGRAM LEADERS (PL)

The Department Chair will utilize the HCRD Cabinet comprised of three Program Leaders to provide a forum for discussion and advice on administrative matters pertaining to the Department. Program Leaders are elected by each respective program area included in the Department: (a) agricultural communication, (b) agricultural and extension education, and (c) rural sociology. The Department Chair will meet during the academic year on a monthly basis with Program Leaders to determine the agenda for Department faculty meetings and to discuss other concerns or issues affecting the Department. Program Leaders will serve two-year terms and may be re-elected to consecutive terms. Faculty who serve as Program Leaders do not receive remuneration or release time for this role.

E. DEPARTMENTAL COMMITTEES

Standing committees in the Department are:

- ◇ HCRD Cabinet
- ◇ Promotion and Tenure Coordinating Committee
- ◇ Professional Development and Recognition Committee
- ◇ HCRD Graduate Studies Committee
- ◇ Rural Sociology Graduate Studies Committee
- ◇ Undergraduate Studies Committee

The charge, goals, and activities/responsibilities of each committee are outlined in a separate document from this *Pattern of Administration*. Membership on each committee will involve staggered appointments to provide for continuity (as a result of multiple year appointments), broad representation (as a result of members from multiple disciplines), and fresh perspectives (as a result of regular membership turnover.) Ad hoc committees and task forces may be appointed by the Department Chair as deemed necessary.

VII. POLICY ON FACULTY DUTIES AND RESPONSIBILITIES

The Department of Human and Community Resource Development values and rewards excellence in teaching, research, and service. In principle, all faculty are expected to contribute to each function and to the overall mission of the Department, College, and University. The Department also recognizes and values diversity that is evident among faculty from different disciplinary backgrounds. Duties and responsibilities of faculty may vary according to disciplinary background, terms of the appointment (joint or full appointment in the Department; 9- or 12-month appointment), and position description (percent of resident instruction, OARDC, OSU Extension). Therefore, the Department supports the principle of fairness in defining faculty duties and responsibilities and in performance reviews. However, it is also acknowledged that inherent

differences in faculty appointments do not accommodate precisely equal assignments and expectations.

Each faculty member will be expected to fulfill the duties and responsibilities outlined in their position description to the best of their ability. Position descriptions should be reviewed and agreed upon as part of the annual faculty performance review each year. A copy of the position description will be maintained in each faculty member's personnel file.

During on-duty quarters, faculty members are expected to be available for interaction with students, service assignments, and other responsibilities even if they have no formal course assignment that quarter. On-duty faculty members should not be away from campus for extended periods of time unless they are on an approved Special Research Assignment (SRA). Faculty Rule 3335-5-08 (<http://trustees.osu.edu/rules5/ru5-08.html>) requires that absence from campus more than ten days (not necessarily ten continuous days) during a quarter be approved by the Chair and Dean. Provost approval is required for absences involving ten or more consecutive days.

Teaching, research, and service responsibilities for each faculty member will be negotiated between the Department Chair and the faculty member. Specific responsibilities will be decided in accordance with (a) the faculty member's position description and term of appointment, (b) the Department mission, (c) program area needs, and (d) special requests or situations (such as professional leave, release time, SRA, etc.). The Program Leader and/or other faculty affected may also be consulted. Unresolved disagreements will be handled according to grievance procedures outlined in Section XII.

Normally, consulting with industry and government officials--important in its own right--will be treated as distinct from scholarly research and will not release faculty from maintaining a clearly defined research program nor will consulting agreements be taken into account for negotiating teaching and service loads. Paid external consulting should be limited to no more than one business day per week and is governed by OSU policy (see: <http://oaa.osu.edu/handbook/paidexternal.html>).

CONCEPTUAL MODEL OF FACULTY EXPECTATIONS

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Faculty Expectations	<ul style="list-style-type: none">• Support formal and informal teaching activities• Engage in a focused program of disciplinary research and scholarship resulting in peer reviewed publications• Extend disciplinary information through outreach activities• Secure external funding to support academic program (i.e., teaching, research, outreach)• Advise students• Serve on graduate student committees• Serve on departmental, college and university committees• Provide service through professional discipline		
	General Fund	OARDC	OSUE
	<ul style="list-style-type: none">• Teach scheduled courses• Load in proportion to FTE appointment	<ul style="list-style-type: none">• Approved Hatch Project• Peer reviewed publications	<ul style="list-style-type: none">• Defined program of Extension activities

A. TEACHING EXPECTATIONS

High quality teaching is valued by the Department. Instructional activities include resident instruction, student advisement, extension and outreach teaching, non-formal education, study abroad program supervision, distance education delivery, student organization advisement, and internship supervision. Unless otherwise specified by an individual faculty member's job description or terms of appointment, the Department Chair will work strive to maintain fair teaching loads for all faculty.

HCRD Teaching Load Policy*

A "General Fund" appointment involves teaching/advising, research/scholarship, extension/outreach, and service roles including but not limited to:

- Teaching credit courses
- Advising students
- Engaging in research and scholarship
- Providing outreach for the program area
- Providing professional service

The following chart serves as a guide for the Chair and faculty to maintain a reasonable teaching load, based upon each faculty member's appointment characteristics. The chart indicates the typical credit course load for scheduled courses and not for individual studies or research credits.

General Fund FTE	Quarter Hours of Credit Course Load	
	9 Month	12 Month
0 %	0-3	0-3
25 %	3 - 6	3 - 6
50 %	9 - 12	12 - 15
75 %	12 - 15	15 - 18
100 %	15 - 18	18 - 21

*In addition to the percent General Fund FTE appointment, other teaching load assignment factors may include:

- Number of different course preparations (versus multiple sections of same course)
- New Course Assignment
- Advising Load (undergraduate and graduate)
- Internship Coordination and Supervision Responsibilities
- Tenure Status
- Distance Delivery
- Extension appointment/expectations

Teaching expectations may increase or decrease if relevant factors so warrant. Faculty whose teaching load is reduced to reflect a significant increase in other responsibilities shall not be penalized. Relevant factors may include:

- course enrollment and grade level
- travel time for off campus courses
- availability of and supervisory responsibility for student assistants
- supervision of student internships
- amount of written assignments (grading demands) required of students
- new course preparations or extensive course revision(s)
- number of sections of the same course taught in a given year
- faculty supervision of laboratory or recitation sections
- development of special instructional media or teaching methods
- other non-classroom based instructional activities (number of individual studies, theses, internships, involvement in student publications, etc.)
- time required to advise students
- involvement in and design of distance education or study abroad programs
- extent of involvement with student, industry, or government organizations
- release time agreements, SRAs, or professional leaves
- research responsibilities

Faculty Rule 3335-8-16 (<http://trustees.osu.edu/rules8/ru8-16-17.html>) establishes a standard that an elective course below the 300 level should

have an enrollment of at least twelve (12) and an elective course at the 300 level or above should have an enrollment of at least eight (8) for the course to be taught. However, the Chair is responsible for determining whether a scheduled course is to be cancelled. Faculty may not cancel classes at their own discretion.

As a general rule faculty should not cancel or shorten scheduled class sessions. Faculty should notify the Chair if a class session is cancelled and report the reason for the cancellation.

Because of the diversity in position descriptions and terms of appointment and because annual reports follow the calendar year while teaching assignments follow the academic year, faculty teaching performance will be evaluated in a “backward and forward-looking” manner that emphasizes individual faculty performance based on teaching expectations assigned by academic year. This does not preclude consideration of the departmental principle of fairness and equity.

Documentation of excellence in teaching should be consistent with guidelines addressed in the Addendum. Departmental faculty are required to collect student evaluation information in each section of each course, each year. The OSU Student Evaluation of Instructor (SEI) form is a required evaluation tool; however, faculty are free to use additional forms at their discretion. The Department Chair will receive copies of all individual SEI reports that are sent to department faculty each quarter. Summary SEI data for each course should be included in the faculty performance appraisal report each year.

Peer evaluation of teaching is required for all faculty. A peer evaluation of teaching should be completed at least once each year for untenured faculty, and at least once every four years for tenured faculty. Documentation of peer evaluation of teaching must be included in all dossiers for promotion and tenure or promotion.

The Department Chair will complete a classroom observation once each year for untenured faculty, and at least once every four years for tenured faculty on a rotational basis.

All faculty are expected to submit an electronic copy of their current course syllabus to the Department Chair (or their designee) for each

course each quarter. The Department Chair will maintain files of course syllabi for all courses taught in the Department.

B. RESEARCH EXPECTATIONS

High quality research and scholarship are valued by the Department, regardless of type of appointment. All faculty are expected to define a clear research focus that encompasses their professional interests and falls within the parameters of the Department and College missions. Two primary factors that characterize the quality of research and scholarly efforts are: (a) peer review and validation, and (b) communication to stakeholders.

The amount of time allocated to research, (relative to time allocated to teaching and service) dissemination of research findings, and evaluation of research contributions may vary by discipline, position description (expectations in teaching, research, extension, and service, etc.), and terms of appointment (9- or 12-month, program leadership responsibilities, etc).

Faculty may request a reduction in teaching load due to increased research responsibilities, conversely faculty with unusually high responsibilities for classroom instruction, supervising student interns, outreach, OSU Extension, advising and/or other teaching responsibilities may have their research expectations adjusted on a year-to-year basis in recognition of their exceptional teaching and outreach contributions. However, this does not override the Departmental principle of fairness as all faculty are expected to be productive researchers and scholars as members of the academy.

Research and scholarship may occur in many forms. Examples include theoretical innovation, development of improved empirical techniques, creative application of existing concepts and methods to problem solving, field tests, needs and impact assessments, program evaluation, and testing of teaching and Extension methods. Research productivity will be assessed using several metrics including: (a) publications, (b) grants and contracts, (c) research activities with students, and (d) other research activities.

Expected outcomes and measures of the quality (as validated through peer review) of research include, but are not limited to: preparing

applications for and receiving grants, contracts and awards; publications in a respected scholarly press, in refereed journals, or in the publication outlets relevant to each faculty member's discipline; publications that disseminate knowledge to policy makers, colleagues, and the general public; presentations at professional meetings; publications in printed research proceedings; published monographs; professional reports; scholarly presentations to business and community groups; publication of textbook and/or teaching modules; and other venues of disseminating findings and contributing to the theory and knowledge base of each faculty member's discipline.

Dissemination of research to broad audiences implies the need for alternative publication outlets and presentation formats, including Extension and OARDC magazines, on-line electronic journals, statewide conferences on teaching or Extension, etc. Documentation of quality research and scholarship should be consistent with guidelines addressed in the Addendum.

C. SERVICE AND OTHER EXPECTATIONS

All faculty are members of the university community. As such, they are expected to participate in service activities at the Department, College and University levels. Service activities at The Ohio State University include but are not limited to: advising student clubs and organizations and committee participation. The Department acknowledges and values the benefits of faculty service in such roles.

Faculty also are expected to provide service to relevant professional associations at the state, regional, national, or international levels. Faculty service is encouraged to grant-making organizations, inter-university consortia, and other organizations designated by professional associations relevant to scholarship and the application or dissemination of new knowledge. In consideration of the University's land grant mission and partnerships within the Columbus community and rural Ohio; faculty participation in service activities that contribute to the University's mission will also be recognized as service to the university community above and beyond service on CFAES, OARDC, OSUE and Departmental or University committees.

The particular focus and time dedicated by faculty to service activities may vary by appointment and job description and by workload in teaching and research. Opportunities to provide service may vary by professional associations. Therefore, in the interest of fairness, evaluations of service contributions will take into account different opportunities, job descriptions, and workloads. Documentation of excellence in service should be consistent with guidelines addressed in the Addendum.

Required Disclaimer

The above policy does not constitute a contractual obligation. Fluctuations in demands and resources in the department and the individual circumstances of faculty members may warrant temporary deviations from the policy.

VIII. COURSE OFFERINGS AND TEACHING SCHEDULE

The Department Chair, in consultation with the respective Program Leader and faculty, is responsible for developing the course offerings and teaching schedule. The Chair will discuss teaching workload expectations and course assignments for the following year during the annual performance review with each faculty member. The Chair shall monitor scheduling and teaching loads and distribute to the faculty a schedule of all teaching and teaching associate assignments for the academic year during Autumn Quarter. Teaching assignments ordinarily will be made during the Spring Quarter preceding the academic year. New faculty assignments will be discussed and reviewed with the faculty member prior to the final assignment. In principle, assignments will be made in accordance with the faculty member's position description and budget assignment.

IX. ALLOCATION OF DEPARTMENT RESOURCES

A. ANNUAL ALLOCATION – Regular faculty in the Department will be provided with an annual allocation of funds (in an amount to be determined annually by the Chair in proportion to their HCRD appointment) to support program activities. The funds are available to spend at the faculty member's discretion for any legitimate purpose with final approval from the Chair. Office supplies and materials, that are available for use by all faculty, will be purchased with Departmental

funds. However, special-order resources, supplies, and materials must be purchased from the faculty member's annual allocation.

B. SUPPORT SERVICES AND SPACE

Support services for faculty will be determined by the Chair based upon annual conferences with each faculty member. In allocating resources for support services, the Chair will consider teaching load and requirements for the specific teaching assignment, nature of the faculty member's research program, and service obligations of the faculty member as well as total resources available. Office and work space assignments will be made by the Department Chair. When new work space becomes available, faculty will be notified and invited to submit a request. Final decisions will be based upon the request, seniority and need.

C. FACULTY DEVELOPMENT

Faculty members are encouraged to participate in Department, College, and University professional development activities. Faculty are also encouraged to participate in professional associations and societies, and to attend seminars, workshops, and other professional development activities. Limited funds are available annually to support faculty development and continuing education activities. Faculty members should consult with the Chair regarding funds to support specific activities.

Non-tenured faculty, in consultation with the Chair, are expected to identify a Faculty Development Team to assist in their professional development and the tenure process.

Tenured faculty are encouraged to identify a Faculty Development Team made up of persons selected by them as most appropriate to the terms of their appointment and their individual area of specialization.

X. PROFESSIONAL LEAVES

Faculty are encouraged to request a research or development leave when eligible. Faculty development leave opportunities will be discussed at each faculty member's annual performance review with the Chair.

Faculty will be encouraged to request a Special Research Assignment (SRA). Discussion of special research assignments will be a part of each faculty member's annual performance review with the Chair.

Leaves will be planned on a staggered basis to allow persons to go on professional leave or take a special research assignment without creating an inordinate burden on other faculty. Ordinarily, only one person from a program area will be approved for leave at a time. Requests for professional leave or SRA will be reviewed by the Professional Development and Recognition Committee and should be submitted at least six months in advance. Factors such as funding, seniority, documented support from a host institution, and centrality to the departmental mission will be taken into consideration in the case of overlapping requests. If approved by the Chair, each request will be forwarded to the Dean for consideration.

XI. OFF-DUTY QUARTER APPOINTMENTS, SUPPLEMENTAL COMPENSATION, AND EXTERNAL PROFESSIONAL ACTIVITY

Faculty on nine-month appointments are able to generate up to three months of summer salary from external grants for Quarter Off Duty (QOD) service.

Faculty on either nine- or twelve-month appointments may secure “salary release” funding from external grants to supplant a portion of their on-duty salary. The following policy has been adopted in HCRD as an incentive for faculty to secure salary release funds from external sources:

General Fund appointment	- 75% retained by HCRD - 25% allocated to the faculty member for programmatic support.
OARDC appointment	- 25% retained by HCRD - 75% allocated to the faculty member for programmatic support.
OSUE appointment	- 25% retained by HCRD - 75% allocated to the faculty member for programmatic support.

HCRD Supplemental Teaching Salary Guidelines

Supplemental teaching salary for regular faculty may be approved for a full term, regularly scheduled, on-campus course that achieves a minimum enrollment threshold of 30 students in an undergraduate course (i.e., course numbered below 700 level) or 15 students in a graduate course (i.e., course numbered 700 level and above).

	3 Credit Course	4 Credit Course	5 Credit Course
Undergraduate Course (< 700 level) (30 student minimum enrollment)*	\$5,000	\$6,000	\$7,000
Graduate Course (\geq 700 level) (15 student minimum enrollment)*	\$5,000	\$6,000	\$7,000

NOTE: Supplemental teaching salary for courses that do not meet the minimum enrollment thresholds listed above may be negotiated on an individual basis, but as a general principle the amount will be prorated based on the actual census date course enrollment.

Overload teaching may be considered for an individual faculty member whose academic year teaching load (i.e. Autumn, Winter, Spring, and Summer) includes one or more courses above the teaching load range for their appointment. Each course will be treated as a discrete unit, and must be entirely above and beyond the maximum range established for the faculty member's appointment. Supplemental teaching salary will not be negotiated for regular faculty who are involved in teaching partial courses, individual studies, research, or study abroad programs. In addition, summer session courses, intensive courses, off-campus courses, and branch campus courses are not bound by these guidelines, and will be negotiated on an individual basis between the faculty member and the Department Chair.

The Department adheres to the Faculty Paid External Consulting Policy as described at: <http://oaa.osu.edu/handbook/paidexternal.html>. Faculty whose

teaching load exceeds the upper limit of their appointment workload expectation may be eligible for supplemental compensation according to the above policy.

XII. GRIEVANCE PROCEDURES

In accordance with Faculty Rule 3335-5-04 [Promotion and tenure review procedures for tenure track faculty] (<http://www.osu.edu/offices/trustees/rules5/ru5-04.html>), the College is required to establish a standing investigation committee consisting of tenured faculty members. Consistent with this rule (Section A.2), the Department Chair will attempt, through the use of informal consultation, to resolve complaints to the satisfaction of the Chair, the faculty member(s), and complainant(s). If such resolution is not successful, the procedures specified in Rule 3375-5-04 (<http://www.osu.edu/offices/trustees/rules5/ru5-04.html>) and Guidelines issued by the OAA shall govern the protocol for addressing such complaints beyond the Department level.

ADDENDUM

APPOINTMENTS, PROMOTION, TENURE CRITERIA AND PROCEDURES

***FOR THE DEPARTMENT OF
HUMAN AND COMMUNITY
RESOURCE DEVELOPMENT***

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I. PREAMBLE

This document is a supplement to Chapter 6 of the *Rules of the University Faculty* [Additional Rules Concerning Faculty Appointments, Reappointments, Promotion and Tenure], the Office of Academic Affairs procedural guidelines for promotion and tenure reviews, and any additional policies established by the College and the University. Should those rules and policies change, the Department shall follow the new College and/or University rules and policies until such time that this document is modified to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every four years upon appointment or re-appointment of the Department Chair.

This document must be approved by the Dean of the College and the Provost of the University before it can be implemented. It sets forth the Department's mission and, in the context of the missions of the College and University, criteria and procedures for faculty appointments, and criteria and procedures for faculty promotion, tenure, and faculty rewards (including salary increases). In approving this document the Dean and Provost accept the stated mission and criteria and delegate to the Department the responsibility to apply high standards in evaluating faculty performance and candidates for initial appointment or promotion in relation to its mission and criteria.

The Department is bound by the principles articulated in Faculty Rule 3335-6-01 (A) (B) (<http://trustees.osu.edu/rules6/ru6-01.html>), [General considerations], pertaining to appointment, promotion, and tenure. This rule reinforces the value, importance, and responsibility of peer faculty review in the appointment, promotion, and tenure process. The document specifies procedures to be followed if the recommendation of the Chair differs from that of the peer faculty and requires concurrence with University "equal opportunity" guidelines.

Performance appraisals are used to make decisions concerning salary increases, promotion, and the granting of tenure. Salary increments and promotion decisions depend on the quality of professional accomplishments as well as on the level of overall productivity. Tenure decisions are based on demonstrated performance, but potential contributions may also be considered. Merit, rather than years of service, is the basic standard for all decisions regarding salary, promotion, and tenure.

Each faculty member in HCRD has a dual responsibility: to generate knowledge and to disseminate knowledge (i.e., to research and to teach). Regardless of the

terms of the appointment, faculty are expected to develop both an excellent teaching program (addressing students on the OSU campus and/or outreach audiences) and a high quality research program. Complementing these two basic expectations is a third responsibility: to provide professional service to the University community, to professional organizations, and to public and private entities beyond the university. Just as teaching and research programs evolve over time, the service expectations of a faculty member may likewise change over a time. Nevertheless, service responsibilities begin the day a faculty member joins the Department.

Since it is recognized that performance in teaching, research, and service are difficult to assess, a variety of evaluation criteria are employed. The Department of Human and Community Resource Development has found, as have other OSU departments, that some guidelines are more accurate indicators of performance than others. Teaching performance may be judged on the basis of soundly conducted student surveys, peer evaluations, and administrator evaluations. The primary indicators of a successful research program are scholarly publications (especially peer reviewed manuscripts), methodological development, solutions to critical issues, and recognition of excellence by peers. Quality of service is judged primarily by peers and those served.

II. DEPARTMENT MISSION

Department mission statement

The mission of the Department of Human and Community Resource Development is to serve Ohio, the nation, and the world by generating, teaching, and applying social and behavioral science knowledge in the context of the food, agricultural, and environmental sciences.

Audiences

The Department's primary audience is our students: those who enroll in our courses, who avail themselves to departmental Extension education programs, and those who utilize our education and research. Academic professionals within our Department, associated professionals, and faculty in other colleges and departments constitute a second clientele group. A third clientele group consists of business, community, educational, and political leaders concerned about the economic and social welfare of individuals and communities.

Faculty effort

Excellence in teaching, research, and service roles guide faculty efforts in the Department, with higher but equal, emphasis on teaching and research, relative to service. High quality instruction for undergraduate, graduate, and outreach audiences begins with an understanding of the basic principles of communication, education, psychology, and sociology. The process continues with an improving ability to apply and integrate these principles in real-world, problem solving situations. Creation and dissemination of new information is vital to the improvement of our teaching, of human and community resource decision-making, and the problem-solving ability of our students as well as public and private decision-makers.

III. APPOINTMENTS

(See Faculty Rule 3335-6 <http://trustees.osu.edu/rules6/ru6index.html>)

Criteria: Tenure track faculty

This section establishes criteria for appointment at the rank of Assistant Professor in the Department. Criteria for appointment to higher ranks are specified in the criteria for promotion to those ranks discussed later in this document (See Section VI: REVIEWS FOR PROMOTION AND TENURE AND FOR PROMOTION)

The Department is bound by principles articulated in Faculty Rule 3335-6-02 (a) <http://trustees.osu.edu/rules6/ru6-02.html>, [Criteria for appointment, reappointment, and promotion and tenure of tenure-track faculty].

Consistent with this rule, the minimum requirement for appointment at the Assistant Professor or higher rank in the Department is an earned doctorate or other terminal degree in a relevant field of study (e.g., agricultural communication, agricultural education, extension education, human and community development, and rural sociology) or possession of equivalent experience. Appointment at the Instructor level will only be considered when the offered appointment is for an Assistant Professor, but the appointee has not completed the terminal degree at the onset of the appointment.

The Department is bound by principles articulated in Faculty Rule 3335-6-03 (A) and (B) <http://trustees.osu.edu/rules6/ru6-03.html> [Probationary service, and duration of appointments for tenure-track faculty].

In the Department, appointment as Professor or Associate Professor will normally be with tenure. However, a probationary period not to exceed four years may be part of the appointment, as approved by the Office of Academic Affairs. Appointment to Assistant Professor is always probationary and may not exceed six years, including formal prior service credit. An Assistant Professor will be reviewed for promotion and tenure within the six year probationary period and informed by the end of the evaluation year whether or not promotion with tenure is granted at the beginning of the next academic year (no later than the seventh year).

Appointment to the rank of Instructor is always probationary and may not exceed three years. Instructors must be approved for promotion to Assistant Professor by the beginning of the third year of appointment or the appointment will not be renewed beyond the end of the third year.

Criteria: Auxiliary faculty

Two types of auxiliary positions are available for persons interested in associating with the Department in a non-tenure track arrangement, compensated and no-salary. No-Salary Adjunct and Visiting Faculty appointments may be at the Assistant, Associate, or Professor rank. Criteria for appointment will be the same as for appointment to regular tenure-track faculty and will serve as the basis for evaluation for promotion, in the event it is desired.

Compensated auxiliary faculty include Lecturers, Senior Lecturers, faculty with regular titles below 50 percent, and Visiting faculty. Visiting faculty appointments may not exceed three continuous years.

Criteria: Courtesy appointments

Courtesy (No-Salary) appointments in the Department are reserved for regular faculty from other tenure initiating units at The Ohio State University. Faculty granted courtesy appointment are expected to participate in the Department's teaching, research, and/or service program(s). This appointment will be reviewed every three years and continued only if it is determined that the appointee has documented a contribution to the mission of the Department.

Procedures: Tenure-track faculty

Recommendations regarding regular, tenure track faculty appointments or requests for new regular faculty positions are made jointly by the Chair and faculty. The Chair and faculty formulate the responsibilities of the position and the qualifications of candidates. The Chair requests the Dean to authorize that the position be filled. Upon receiving permission from the College to search for a person to fill a tenure-track position, the Department Chair will appoint (in consultation with the faculty) a search committee for the position. The committee will follow all College and University policies related to the search and screening process. The committee will solicit and receive nominations from faculty and other interested parties or organizations.

A national/international search is required for all regular, tenure-track faculty positions unless the Office of Academic Affairs approves an exception requested by the College. Faculty will be provided with an opportunity to provide input to the search committee. The search committee will solicit and review applications and present a list of candidates recommended to the Department Chair to invite for formal interviews.

During interviews, candidates shall meet with the faculty, undergraduate and graduate students, the Department Chair, and the Dean of the College of Food, Agricultural, and Environmental Sciences, and the Directors of Extension, Research, and Academic Affairs as deemed appropriate by the search committee. Teaching and research presentations will be scheduled according to the position expectations.

Following each individual candidate's interview, the search committee will solicit feedback on the perceived strengths and limitations of the candidate from faculty, staff, students, and other interested stakeholders. After all candidates have completed the interview process, the search committee will collect a ballot regarding the acceptability of each candidate from Regular Faculty whose TIU is in HCRD. Thereafter, the search committee will forward a recommendation for each candidate interviewed to the HCRD Department Chair. The Chair will in turn make a recommendation to the Dean. The Department Chair will extend a letter of formal offer to the selected candidate when authorized by the Dean.

Appointment offers at the rank of Associate Professor or Professor, with or without tenure require prior approval of the Office of Academic Affairs. Tenure can be granted only to U.S. citizens or permanent residents. All faculty

appointments to non-U.S. citizens will be made only after consultation with the Office of International Education. Prior service credit to Instructors promoted to the rank of Assistant Professor will be granted for time spent as an instructor unless the faculty member indicates in writing at the time of promotion that he or she does not wish such credit. (3335-6-03 (c) -1). Prior service credit for years spent as an Assistant Professor outside of OSU is discouraged.

Procedures: Auxiliary faculty

Appointment of No-Salary Adjunct and Visiting faculty in the Department require the Chair to consult with appropriate faculty and administrators before bringing a recommendation to the faculty for approval. The Chair or designated faculty will prepare and present the case for consideration by the faculty. No-Salary Adjunct and Visiting Faculty appointments must be reviewed and approved by a majority vote of the faculty on an annual basis.

Auxiliary faculty appointments that involve financial compensation require prior approval of College administrators. It is not appropriate for the Department to extend an offer before receiving that approval.

IV. ANNUAL REVIEWS

Procedures: Probationary tenure track faculty

The Department is bound by Faculty Rule 3335-6-03 (C) <http://trustees.osu.edu/rules6/ru6-03.html>, [Probationary service, duration of appointments for regular faculty], as well as by Office of Academic Affairs policies described in the *Policies and Procedures Handbook* (<http://oaa.osu.edu/handbook/tc.html>). Probationary faculty will be reviewed annually, as per Departmental, College, and University policy.

At the time of appointment and at any subsequent time that policies and procedures are changed, probationary faculty will be provided with all Department, College and University documents pertinent to promotion and tenure criteria and procedures.

Each faculty member will provide the Department Chair with an updated curriculum vita (CV) and a written report of accomplishments for the calendar year preceding the annual review along with an indication of future goals and plans. Probationary tenure track faculty must use the OAA dossier outline as

part of their annual report in addition to the Unified Reporting System (URS) report.

During the probationary period, tenure track faculty performance (including teaching, research, and service) will be reviewed annually during the Spring Quarter by the HCRD Promotion and Tenure Coordinating Committee. External evaluation letters are not required for the annual performance review of probationary, tenure track faculty. Members of the HCRD Promotion and Tenure Coordinating Committee will be provided with a copy of the probationary faculty member's position description, curriculum vita, and Office of Academic Affairs (OAA) dossier completed by the faculty member in reporting accomplishments to date. The HCRD Promotion and Tenure Coordinating Committee will summarize their assessment of the faculty member's performance in a letter to the HCRD Department Chair and the faculty member, indicating strengths and weaknesses, as appropriate.

The HCRD Department Chair will annually review the performance of probationary, tenure track faculty based on the faculty member's position description, curriculum vita, and OAA dossier. At the completion of the review the HCRD Department Chair shall provide the faculty member and the Dean with a written assessment of the faculty member's performance and professional development, including both strengths and weaknesses, as appropriate. If the Chair's recommendation is to reappoint the faculty member to another year of probationary service, that recommendation shall be final. A recommendation from the Chair to not reappoint the faculty member to another year of probationary service requires a review that follows the fourth year review procedures described below, and the Dean shall make the final decision regarding reappointment to another year of probationary service. All annual review letters to date shall become part of each faculty member's dossier for subsequent annual reviews during the probationary period, including the review for promotion and tenure.

The Department Chair will meet annually with each faculty member to discuss the faculty member's performance, future goals, and plans. The position description for each faculty member should also be reviewed on an annual basis. Following the performance review conference, the Department Chair will provide written feedback to each regular faculty member regarding their past and current performance, and future expectations. This feedback should precede the notification of any raise in salary, if possible.

Criteria for salary recommendations are clearly stated in the Section V of this document and such recommendations are based on these criteria.

The Department Chair will provide the faculty member a written assessment of the faculty member's performance and professional development, and a recommendation on reappointment. The annual performance review letter will include a reminder that the faculty member may review her/his Departmental personnel file and, as per Faculty Rule 3335-3-35 (C) (8) http://oaa.osu.edu/handbook/x_annreview.html, may place in that file a response to any evaluation, comment, or other material contained in the file. Faculty are not allowed to remove any materials from their Departmental personnel file.

The fourth-year review shall employ the same procedures as those for tenure and promotion review in the Department, except that external letters will not be required. Review by the College Promotion and Tenure Committee will not be required if the Department and Dean approve reappointment. The Dean makes the final decision on reappointment for the fifth year. Recommendation of nonrenewal during any year of the probationary appointment will result in the implementation of the fourth-year review procedures (Faculty Rule 3335-6-03(C)(2) <http://trustees.osu.edu/rules6/ru6-03.html>).

If it is clear that the candidate's likelihood of meeting Departmental expectations for promotion and tenure is poor, the Department will recommend against renewing the probationary appointment.

The Department is bound by Faculty Rule 3335-6-03 (D) (<http://trustees.osu.edu/rules6/ru6-03.html>) that provides for time to be excluded (i.e., stopping the tenure clock) from the probationary period.

During the annual review process, the Department may consider recommending an application for an exclusion. However, the Department does not have authority to require a faculty member to apply for excluded time.

An untenured regular faculty member may request a maximum one year exclusion from the probationary period for the birth or adoption (under age 6) of a child. Requests must be submitted to the Chair of the Department within one year of the birth or adoption.

Other reasons for requesting excluded time (in one year increments) include personal illness, care of an ill or injured dependent, unpaid leave of absence, or

factors beyond the control of the faculty member that seriously impeded productivity. Requests made to the Department Chair prior to the beginning of the year of mandatory review for tenure will be reviewed by the Department Promotion and Tenure Committee. The committee will forward a recommendation to the Chair regarding the appropriateness of the request.

Requests for time exclusion will not be granted after a non-renewal notice has been issued. Previously approved requests for time exclusion will not limit the Department's right to recommend against renewing a probationary contract.

The maximum amount of time excluded from the probationary period is one year for Instructor, two for Assistant Professor, one for Associate Professor.

Faculty will be reviewed annually during their probationary period unless an approved faculty leave has been granted which renders the review impractical.

The length of the probationary period is six years of employment at The Ohio State University less any years of service excluded in the original letter of offer.

Procedures: Tenured faculty

The Departmental annual performance review process is bound by the Office of Academic Affairs policies described in the *Office of Academic Affairs Policy and Procedures Handbook* <http://oaa.ohio-state.edu/handbook/tc.html>. Every faculty member will have an annual performance review conducted by the Chair of the Department.

Each faculty member will provide the Department Chair with an updated curriculum vita (CV) and a written report of accomplishments for the calendar year preceding the annual review along with an indication of future goals and plans.

The Department Chair will meet annually with each faculty member to discuss the faculty member's performance, future goals, and plans. The position description for each faculty member should also be reviewed on an annual basis. Following the performance review conference, the Department Chair will provide written feedback to each regular faculty member regarding their past and current performance, and future expectations. This feedback should precede the notification of any raise in salary, if possible.

Criteria for salary recommendations are clearly stated in the Section V of this document and such recommendations are based on these criteria.

The annual performance review letter will include a reminder that the faculty member may review her/his Departmental personnel file and, as per Faculty Rules 3335-3-35(C)(8) <http://trustees.osu.edu/rules3/ru3-35.html>, may place in that file a response to any evaluation, comment, or other material contained in the file. Faculty are not allowed to remove any materials from their Departmental personnel file.

V. MERIT SALARY INCREASES AND OTHER REWARDS

Criteria

Salary adjustments and other performance-based rewards will be based entirely on merit, except when the College or University mandates an “across the board” or “minimum” flat or percentage salary adjustment.

Scholarly performance in teaching, research, and service will be judged according to the Department’s mission and the established criteria for promotion and tenure, with consideration of a faculty member’s specific position description. Performance reviews will emphasize the previous year’s performance. However, the Chair may also consider prior years’ performance and/or the appropriateness of the salary level to the individual’s overall record of accomplishments in making salary adjustment recommendations for faculty.

The Department Chair, should base a faculty member’s performance review, and therefore any potential salary adjustment, on specific goals and expectations agreed upon at the beginning of the review period.

All faculty are expected to be collegial members of the Department and to contribute to the teaching/advising, research/scholarship, extension/outreach, and service missions of the Department, College, and University. Faculty are expected to maintain an equitable workload with respect to teaching/advising, research/scholarship, extension/outreach, and service activities and to participate in the academic life of the Department through attendance at and participation in Department faculty meetings, seminars, student organizations, and other activities. Faculty members are expected to exhibit civility, respect, and responsible behavior toward peers, staff, and students. Each faculty member is

free to express their views and opinions in a respectful and conscientious manner so as not to disrupt the functioning of the Department.

If the Chair determines that a faculty member has made little, no, or a negative contribution to the Department mission, damaged the welfare of the Department, has not made satisfactory progress toward agreed upon goals, or has submitted insufficient documentation to permit a well-informed evaluation of performance, the Chair may recommend a zero salary adjustment.

Procedures

Annual reports are required from each faculty member and will be reviewed by the Department Chair. The Chair will examine the reports in terms of degree of excellence in performance in fulfilling the responsibilities outlined in their position description, as described above and in the Promotion & Tenure and Promotion Reviews (Section VI.) of this document.

Documentation

The primary evidence for determining salary adjustment recommendations will be the annual report provided by each faculty member on a date specified by the Chair. The annual report will document a faculty member's performance (in quantitative and qualitative) areas of teaching/advising (resident instruction and/or extension/outreach), research/scholarship, and service, with regard to the contribution to the Departmental mission.

VI. PROMOTION & TENURE AND PROMOTION REVIEWS

Recommendations for promotion in rank and/or the awarding of tenure will be based on the performance of the individual faculty member. Individuals will be judged on the basis of their position description and agreed upon expectations in the areas of teaching/advising (including formal and non-formal instruction, and student advisement), research/scholarship, and service to the Department, the College, and the University and the profession. The relative emphasis to be placed on a faculty member's performance and accomplishments will be in accordance with the teaching, research, and service responsibilities agreed to with each faculty member during the annual performance review conference with the Department Chair.

Criteria: Promotion to rank of Associate Professor with tenure

The Department is bound by Faculty Rule 3335-6-02 (C) (<http://trustees.osu.edu/rules6/ru6-02.html>) in the awarding of tenure and promotion to the rank of Associate Professor.

The same Faculty Rule 3335-6-02 (B) (<http://trustees.osu.edu/rules6/ru6-02.html>) states that tenure will not be awarded below the rank of Associate Professor.

Tenure and promotion are based on faculty performance in teaching (including outreach), scholarship, and service. The awarding of tenure and promotion to the rank of Associate Professor must be based on documented evidence that the faculty member has achieved and can be expected to continue a professional program of excellence. Excellence in teaching is documented by effective performance in teaching, advising, and/or outreach education; in scholarship by high quality and quantity of research; and in service by work done or duties performed for others, relevant to the mission of the Department, College, and University.

Criteria: Promotion to rank of Professor

The Department is bound by Faculty Rule 3335-6-02 (C) (<http://trustees.osu.edu/rules6/ru6-02.html>) regarding promotion to the rank of Professor.

Promotion to the rank of Professor will be based on convincing evidence that the faculty member has achieved and can be expected to maintain a sustained record of excellence. Excellence in teaching is documented by excellent performance in instruction, in scholarship by a significant body of research that is recognized nationally or internationally, and in service by demonstrated leadership in work done or duties performed for others, relevant to the mission of the Department, College, and University.

Procedures

The Departmental procedure for promotion and tenure review is consistent with Faculty Rule 3335-6-04 (<http://trustees.osu.edu/rules6/ru6-04.html>).

The Promotion and Tenure Committee consists of all Regular Faculty whose Tenure Initiating Unit (TIU) is in HCRD and hold faculty rank higher than that of

the candidate being reviewed. The Department Chair will appoint three faculty members each year to the Promotion and Tenure Coordinating Committee. The Department Chair is not a voting member of either committee.

A Procedures Oversight Designee will be identified for the Department each year by the Department Chair. The Designee will assure that the Departmental review follows the written procedures governing the review, that procedures are carried out in a highly professional manner, and that the proceedings are free of inappropriate comments and assumptions that could bias the review.

Documentation

The Department Chair will maintain a file of the most current University, College, and Department policies pertaining to promotion and tenure, and the criteria upon which recommendations are based. The policies will be distributed annually to all faculty members by the Chair.

Upon appointment as a faculty member, the Department Chair will provide the new faculty member with University, College, and Department policies and procedures pertaining to promotion and tenure and the criteria used in formulating promotion and tenure recommendations.

Each year the Department Chair will provide written notification to all faculty members of the dates that dossiers for promotion and tenure recommendations are to be submitted.

Non-tenured, regular faculty whose tenuring unit is the Department of Human and Community Resource Development shall have an annual review of their performance and accomplishments conducted by the Department Chair. Each faculty member will prepare an annual report that documents performance and accomplishments for the previous calendar year. An unsatisfactory annual review of a non-tenured faculty member can result in non-renewal in any year. A recommendation or decision for non-renewal in years other than the fourth (for probationary Assistant Professors) must follow the same procedures as fourth year reviews.

The identification of faculty members eligible to be considered for promotion is a joint responsibility of the HCRD Promotion and Tenure Coordinating Committee and the faculty member. The Chair may request that a faculty member submit their credentials, individual faculty members may request that they be

considered for promotion, or any faculty member may nominate a candidate for promotion to the HCRD Promotion and Tenure Coordinating Committee. For Assistant Professors, consideration for promotion and tenure is mandatory in the sixth year. Tenure for Assistant Professors will only be considered in conjunction with promotion to Associate Professor.

The HCRD Promotion and Tenure Coordinating Committee may decline to put forth a faculty member for formal, nonmandatory promotion and tenure review if the candidate's accomplishments are judged not to warrant such review (see Faculty Rule 3335-6-04 (A)(3) <http://trustees.osu.edu/rules6/ru6-04.html>). The Promotion and Tenure Coordinating Committee may not deny a tenured faculty member a formal review for promotion more than three consecutive years.

The Department Chair will establish a time line for submission of documentation to insure that the review process will be completed prior to the date established by the University and College for submitting recommendations to the Dean.

The dossier

Individual faculty members being reviewed for tenure candidacy and/or for promotion in rank are responsible for preparing and submitting the dossier to the Department Chair. The dossier is to include: (a) a description of the specific duties and responsibilities of the faculty member during the period of time on which the recommendation is based, and (b) a description of accomplishments in concurrence with the faculty member's job performance in the areas of teaching, research, outreach, and service and will conform to the format outlined the "Additional Rules of the University Faculty Concerning Faculty Appointments, Reappointments, Promotion, and Tenure" (Chapter 3335-6, <http://trustees.osu.edu/rules6/ru6index.html>).

The Department Chair will solicit a minimum of five outside letters of evaluation for each candidate. Letters will be solicited from distinguished persons in the candidate's field whose rank is above that of the candidate, who are in peer universities, and who do not have a close personal or working relationship with the candidate that might create the perception that their evaluation would not be objective. External evaluators will be asked to comment on the faculty member's scholarly work and its significance within its respective discipline. Candidates are not to initiate or accept contact with any external evaluators. The Department Chair, in consultation with eligible faculty, will generate a list of potential evaluators. The faculty member under review will review the list and

be allowed to expand the list with names of individuals who meet the criteria for objective evaluators. The Department Chair will ensure that no more than one-half of the letters in the final dossier will be from persons suggested by the candidate. All solicited letters will be included in the dossier. Unsolicited letters will not be included in the dossier. At least four months before completed evaluations are needed, the Department Chair will send letters asking persons if they are willing to submit an external evaluation letter.

The review process

The candidate's documentation pertaining to promotion and/or tenure review will be transmitted to the eligible faculty by the Department Chair. The Department Chair will make copies of each candidate's dossier available for review by eligible voting members of the HCRD Promotion and Tenure Committee at least two weeks before the meeting at which the candidate's case will be reviewed. Faculty members with a familial or comparable relationship with a candidate will not participate in the review of that candidate. If, in the opinion of the Promotion and Tenure Coordinating Committee and with the Department Chair's concurrence, a potential conflict of interest exists for a faculty reviewer, that reviewer will not participate in the review of that candidate.

All eligible faculty will be independently asked to evaluate each candidate's qualifications and prepare comments for discussion with the Promotion and Tenure Committee. The Department Chair will attend the HCRD Promotion & Tenure meeting for the purpose of listening to the strengths and weaknesses cited. However, the Department Chair is not allowed to provide input beyond responding to a direct question to provide clarification or to correct any misinformation or misinterpretation that may arise during the faculty discussion. The Department Chair is not allowed to vote at this stage of the review process.

Following discussion, a secret, mailed ballot will be distributed to all eligible voters for each candidate. Ballots will be collected and counted seven days after the Department Promotion & Tenure Committee Meeting by the Promotion and Tenure Coordinating Committee in the presence of the Department Chair. In order for the vote to be valid, at least two-thirds of all faculty eligible to vote must vote yes or no. Abstentions are not counted as votes. In order for the recommendation to be considered positive, two-thirds of the votes cast must be yes votes. The Promotion and Tenure Coordinating Committee will then draft a letter to the Department Chair. The letter will include a detailed analysis of each case (including perceived strengths and weaknesses in the areas of teaching,

research, and service) based on the criteria listed in this document and record the vote of the Promotion and Tenure Committee. The letter must state explicitly whether or not the candidate is recommended for Promotion and Tenure by the departmental faculty. The letter will be signed by the three members of the HCRD Promotion and Tenure Coordinating Committee.

The Department Chair will prepare an independent assessment and recommendation for inclusion in the candidate's dossier that takes into account the recommendation of the department faculty. The Department Chair will outline in the letter the criteria and expectations against which the faculty member was assessed and will verify the candidate's list of publications. All cases will be forwarded to the Dean.

Only the candidate may stop the promotion and tenure review process, once external letters of evaluation have been requested. The candidate may withdraw from review at any stage of the process by so informing the Department Chair in writing. If the review process has moved beyond the Department, the Chair shall inform the Dean of the candidate's withdrawal.

Feedback

As soon as the HCRD Promotion and Tenure Coordinating Committee letter (on behalf of the faculty) and the Department Chair's letter are completed, the candidate will be notified in writing by the Chair of the completion of the Departmental review and informed of the recommendation and their right to review and comment on the letters within ten days.

The candidate may provide the Department Chair with written comments on the Departmental review for inclusion in the dossier within 10 calendar days following the written notification of the completion of the departmental review process.

The Department Chair and eligible voting members of the HCRD Promotion and Tenure Committee may provide written responses to the candidate's response for inclusion in the dossier. Only one iteration or response to the Departmental level review will be permitted.

The Department Chair will forward the dossier with all internal and external evaluations, candidate's comments on the Departmental review, and eligible

faculty and/or Chair responses to those comments, if any, to the Dean of the College.

The Dean will inform the candidate in writing of the opportunity to comment on the recommendation reached at the college level. Except in the case of fourth year reviews (and other probationary reviews following fourth year review procedures) in which the Dean makes the final decision, the review then proceeds to the University level where the Provost makes a final decision. The Department Chair is responsible for communicating the final results of a completed review process to faculty members. When that decision is negative, the Chair shall also communicate the reasons for the negative decision.

Promotion and Tenure Criteria: Excellence in teaching

Teaching includes classroom and laboratory instruction, extension and outreach teaching, supervision of independent study, thesis, non-thesis, and dissertation research, honors projects, clinical experience, and supervision of internships, early field experiences, student teachers, beginning teachers and Extension personnel, experienced teachers and Extension personnel, and student advising.

Characteristics of quality teaching include, but are not limited to the following:

- Knowledge and command of subject matter.
- Systematic planning of instruction; formulation of objectives indicating outcomes sought; and organization of content documented in a detailed course syllabus.
- Selection and use of appropriate teaching-learning strategies and instructional media, including the incorporation of new technologies.
- Involvement of students in critical thinking learning activities; stimulation of students for individual study and creative work.
- Selection and use of evaluation procedures that provide timely and appropriate feedback to enable students to identify weaknesses and strengths; provisions for individualized instruction and other procedures that allow students to achieve.
- Involvement and effectiveness in guiding, mentoring, and counseling students.
- Continual updating of course notes, syllabi, instructional materials; innovation in teaching strategies.
- Contributions to curriculum development, including collaborative courses and programs.

- Continuing professional development of the faculty member related to teaching and advising.
- Teaching and advising load that is appropriate to the faculty member's position description.
- Involvement in interdisciplinary teaching activities.
- Availability to students beyond regular class meeting times.

Evidence to document teaching and advising quality and effectiveness

- Written reviews of teaching performance, learner activities, and instructional materials by the Department Chair, peers, and current/former students and clients.
- Formal evaluations of teaching by the Department Chair, peers, and current/former students and clients.
- Involvement in graduate exams, theses, and dissertations and honors and non-thesis projects.
- Involvement in student groups and organizations and student affairs programs and task forces.
- Publications and presentations pertaining to teaching and advising.
- Recognition and awards for teaching and advising.
- Participation in professional development activities to enhance performance as a teacher and advisor.
- Complete and detailed course syllabus.

Faculty members are expected to document teaching performance using the following procedures:

The Student Evaluation of Instruction (SEI) will be used by all faculty members to assess teaching performance in each course every time it is taught, exclusive of independent study and research hours. The Extension Evaluation of Effective Teaching (EEET) will be used to assess teaching performance in seminars, workshops, and other non-formal instructional settings. Summary data from these evaluations will be submitted as part of the annual report to the Department Chair for review during the faculty performance appraisal conference.

The teaching assessment form will be distributed during the last class session or at the end of the program.

The faculty member will designate a class member to distribute and collect the assessment form. The designated class member will mail or hand deliver completed forms in a sealed envelope to the Department office or the University Registrar for analysis.

The faculty member will not be present in the room when the assessment forms are completed and collected.

Written comments can be solicited. These comments should be collected by the designated class member. This person will mail or hand deliver the comments in a sealed envelope to the faculty member's secretary for transcription after the course grades are posted.

Periodic peer review of teaching is required for both probationary and tenured faculty (at all ranks). The purpose of the peer review is to promote, encourage, and support faculty members to continuously improve their teaching. The peer review process should focus on those aspects of teaching that students cannot validly assess. Peer reviews should examine the appropriateness of curriculum choices, instructional goals, course syllabi, teaching methods, assessment strategies, and consistency with disciplinary standards. The peer review process should include an observation of classroom teaching performance and a review of course materials.

Probationary faculty will be peer reviewed at least annually. Tenured faculty (at all ranks) should be peer reviewed at least once every four years. The procedures to be employed for a Peer Review of Teaching will be developed by the departmental Professional Development and Recognition Committee.

Peer review of teaching (see: http://oaa.osu.edu/handbook/iv_instruction.html) will be conducted using the following procedures:

Teaching performance will be reviewed by a team of two faculty. One of the reviewers may be external to the department. Teaching performance will be peer reviewed for both credit courses and non-formal instructional settings.

Peer reviewers will be selected by the Department Chair in consultation with the faculty member being peer reviewed. Prior to the review, the peer reviewers will examine the course syllabus or teaching plan and

summaries of prior teaching evaluations. The peer review will focus on the promotion and tenure criteria for excellence in teaching as outlined above.

Excellence in Research

Research and scholarship activities include discovering new knowledge, developing new technologies, methods, and materials, integrating knowledge leading to new understandings, creating new insights and interpretations, advancing theory in a programmatic manner, providing practical and innovative solutions to important problems, and/or improving practices in the discipline. Research activities must be validated by peers and communicated to the profession.

Characteristics of quality research

- Addresses an issue of significant concern, is worthy of sustained effort, and relates to the mission of the Department.
- Draws upon the faculty member's disciplinary or professional expertise and displays significant intellectual contributions.
- Subjected to rigorous review by peers.
- Builds upon a research base and theoretical foundation.
- Represents potentially new interpretations and applications of knowledge for use in specific settings.
- Outlines a clear and realistic strategy to achieve the desired outcomes.
- Generates new research questions or makes more understandable the current body of knowledge.
- Provides evidence of an integrated body of work.
- Involves the dissemination of results to appropriate audiences.
- Has implications for policy or practices at various levels.

Evidence to document the quality and significance of research activities (peer review is a universal expectation)

- Publication of books, journal articles, research papers, presentations, monographs, edited books, chapters in edited books, technical bulletins or reports, reviews and abstracts, refereed papers at professional meetings, editor reviewed journal articles, magazine articles, newsletters, field manuals, handbooks, instructional guides, multi-media programs, videos,

Web sites, and computer software. Author contributions (in percentage terms) should be designated for each publication.

- Acceptance rates and disciplinary rankings of peer or editor reviewed journals.
- Involvement in funded research and/or training grants, including the number of grants funded and/or submitted, source of funds, and nature of intellectual contribution.
- Amount of external funding acquired in support of departmental programs.
- Success in directing thesis and dissertation research and non-thesis and honors projects.
- Recognition and awards for research and other scholarly work.
- Continuing professional development of the faculty member related to research and scholarship.
- Maintenance of a focused research program appropriate for the faculty member's position description.

Excellence in service

Service is broadly defined to include administrative service to the Department, College, and University, professional service to the faculty member's discipline, and the engagement of faculty with public and private entities beyond the university.

Characteristics of quality service

- Contributes to the local, state, national, and international intellectual communities and professional disciplines of the Department, College, and University.
- Contributes and relates to the missions of the Department, College, and University.
- Strengthens local communities and addresses issues relevant to Ohio citizens.

Evidence to document quality service

- Recognition and awards for service activities.
- Record of Participation in a variety of service and activities at the Department, College, and University levels and professional disciplines.

- Sustained involvement and leadership in service activities throughout one's academic career.

VII. APPEALS

The Department is bound by Faculty Rule 3335-6-05 (A) <http://trustees.osu.edu/rules6/ru6-05.html>, [Criteria and procedures for appeals of negative promotion and tenure decisions and appointment nonrenewals and for seventh year reviews], a specification of general criteria for appeals of negative promotion and tenure decisions, and by Faculty Rule 3335-5-05(A)(1) <http://trustees.osu.edu/rules5/ru5-05.html>, regarding appeals alleging improper evaluation.

VIII. SEVENTH YEAR REVIEW

The Department is bound by Faculty Rule 3335-6-05 (B) (<http://trustees.osu.edu/rules6/ru6-05.html>) that specifies conditions of and procedures for a seventh year review for a faculty member denied tenure as a result of a sixth year review.

A petition to conduct a seventh year review originates with the faculty of the department who provide a recommendation to the Chair. The Chair provides an independent recommendation which, if positive, is forwarded to the Dean. If the Dean concurs, the petition is forwarded to the Provost who must approve the petition for that review to take place. If either the Chair or the Dean denies the petition, that is the end of the matter.

The petition must document substantial new information regarding the candidate's performance germane to the reasons for the original negative decision. The petition must be initiated before the beginning of the last year of employment.

A faculty member may not request a seventh year review, appeal the denial of a seventh year review petition initiated by the Department, or appeal a negative decision following a seventh year review.