

AUSTIN E. KNOWLTON SCHOOL OF ARCHITECTURE
PATTERN OF ADMINISTRATION

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I. Introduction

This document sets forth the Pattern of Administration for the Austin E. Knowlton School of Architecture (KSA) in the College of Engineering at The Ohio State University, as required by the Rules of the University Faculty. The school's Pattern of Administration supplements and is superseded by the statutes, by-laws, rules, policies, procedures, and guidelines to which the school and its faculty are subject and which are published in documents such as Statutes Applying to the University, Bylaws of the Board of Trustees, Rules of the University Faculty and OAA Policies and Procedures.

This pattern of administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed upon the appointment or reappointment of the school's Director. However, revisions may be made at any time. Changes are made in consultation with, and approved by a vote of, the faculty: tenure-track, clinical, and research. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

II. Mission

The mission of the Austin E. Knowlton School of Architecture is to achieve and maintain internationally recognized excellence in education, scholarship and creative activity; shape and serve the professions of architecture, landscape architecture, and city and regional planning; contribute to the intellectual and creative purposes of the college and university; and promote and influence the quality of design and planning locally and globally.

The school balances its educational and professional mandate by deploying design and planning as modes of intellectual inquiry and responsible action. At the undergraduate level, design and planning shift a liberal arts education from one of passive reception to active engagement. At the graduate level, design and planning are the critical interface between theory and technique whereby students develop the conceptual breadth and technical expertise to shape a profession's agenda and evolution. In the scholarship and creative work of its faculty as well, design and planning address present issues by projecting future potentials. The school's faculty, students, and alumni are a force for the expansion of knowledge and innovative practice.

In its mission, the Knowlton School aligns with the university's legacy of contributing to knowledge and addressing society's needs. The school's design and planning discourse advances the issues of contemporary society. It incorporates the arts, humanities, and sciences in its curricula, while providing design and planning courses to students in other majors. These offerings are supplemented by public lectures, exhibitions and symposia, publications, and distinguished visiting practitioners and scholars. All of these activities contribute to the critique and evolution of contemporary culture, its institutions, and the quality of the human environment.

School faculty, working in concert with other academic and administrative offices of the university, provide their expertise to foster design and planning excellence on the campus and the world at large. Faculty and student creative work propose solutions to design and planning problems, and faculty scholarship offers knowledge for design and planning decisions. Frequently, these activities take place in partnership with the potential users, and they typically link local and global concerns. The school's publications and electronic communications disseminate all these efforts to a broad, international constituency.

III. Academic Rights and Responsibilities

The Office of Academic Affairs leads the institutional effort to inform faculty (and students) about relevant policies and procedures and to promote frank, open, and respectful discussion about the issues

of freedom of thought and expression. See also <http://oaa.osu.edu/rightsandresponsibilities>.

IV. Faculty and Governance

Faculty Appointments: Rule 3335-5-19

(<http://trustees.osu.edu/rules/university-rules/rules5/ru5-19.html>) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. Detailed information about the appointment criteria and procedures for the various types of faculty appointments is provided in the school's Appointments, Promotion and Tenure Document.

For purposes of governance, voting on governance matters for the school is limited to tenure-track, clinical, and research faculty members. The major exception is tenure cases, which only involve tenured faculty. Associated faculty, emeritus faculty, faculty joint appointees with FTEs below 50% in the school, and student representatives may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter. Clinical faculty may constitute no more than 20% of the school's tenure-track, clinical and research faculty members.

Majority faculty rule is favored on all matters covered by the pattern of administration. Whenever majority faculty rule is not followed, the Director will explain the reasons for the departure to facilitate understanding within the school. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the recommendation of the majority of the faculty, the decision of the Director, and the reasons for the departure. The explanation shall be communicated to the faculty in writing and at a faculty meeting with an opportunity provided for faculty to comment.

The school makes clinical appointments. Clinical faculty titles are assistant professor of practice, associate professor of practice, and professor of practice.

The school makes research appointments. Research faculty titles are research assistant professor, research associate professor, and research professor.

V. Organization of School Services and Staff

See Appendix A for a description of school offices, staff, and their functions.

VI. Overview of School Administration and Decision Making

The Director in consultation with the faculty makes decisions concerning policies and programs of the school. Matters of greatest general importance receive the widest possible consultation and are discussed at a faculty meeting whenever feasible. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance.

Decisions on matters of less general importance should, whenever feasible, involve consultation with those most directly affected by the decision. The opinions of students and staff should be elicited on those matters that most directly affect them. It is the policy of the school that students serve on all committees except where compelling reasons require otherwise. Appointments of students to committees should be made in consultation with representatives of appropriate student organizations.

Finally, the School's standing committees provide advice to the Director on particular issues facing the School. They are expected to recommend to the Director any programmatic or policy changes that may improve the school. Committee members should consult with their colleagues whenever feasible and

report on their committee's activities at school and Section faculty meetings. A listing of all school and Section standing and ad-hoc committees and task forces and their membership shall be posted on the school's website. The Director may participate in any school and Section committee meeting as a non-voting member.

VII. School Administration

A. Director

The Dean of the College of Engineering, in consultation with the school's faculty and staff, appoints the Director of the School. The Director's responsibilities are delineated in the university Faculty Rule 3335-3-35 (<http://trustees.osu.edu/rules/university-rules/rules3/ru3-35.html>). In general, the Director has general administrative responsibility for the school, represents the school in dealing with the Dean or others in the university administration, and maintains a productive environment for its faculty, students, and staff. To this end, the Director is expected to perform the following.

- Prepare and update, in consultation with the Section Heads, faculty, and staff, documents that describe the school's pattern of administration and the school's appointments, promotion, and tenure procedures.
- Conduct the business of the school, including hiring and supervising staff and making school service assignments.
- Plan and promote a progressive program with the members of the faculty and the Dean.
- Evaluate and improve instructional and administrative processes.
- Evaluate faculty members annually and inform them of their right to review and add to their primary personnel file.
- Consult with the faculty and make recommendations to the Dean regarding faculty appointments, promotions, and dismissals.
- Encourage scholarship and educational investigations.
- Inspire morale and ensure that all faculty are offered privileges and responsibilities appropriate to their rank.
- Ensure that adequate supervision and training are given to faculty and staff.
- Prepare, in consultation with the Section Heads, annual budget recommendations to the Dean.
- Promote the improvement of instruction through student and peer reviews.

In addition to these duties, the Director is responsible for establishing and maintaining relationships with alumni and other supporters of the school, and identifying and pursuing external funding opportunities in support of the school's mission in cooperation with the University Advancement and designated development staff.

Although the Director is responsible for all these endeavors, he/she may delegate them to either an Associate Director and/or Section Heads.

B. Other Administrators

1. Associate Director

The appointment of an Associate Director may be made at the discretion of the Director in consultation with the regular faculty, subject to approval by the Dean. The appointment shall be for a term concurrent with that of the Director. The Director shall determine the Associate Director's duties. Compensation for the position shall be consistent with the college's policies governing administrative appointments.

2. Section Heads

A Section is a discrete discipline-based unit of faculty and students within the KSA. The school consists of three Sections: Architecture, Landscape Architecture, and City and Regional Planning. Each Section maintains curricula associated with its discipline, which is administered by a Section Head in consultation with the Section faculty.

The Director appoints the Section Head in consultation with the Section faculty. The standard term of appointment for each Section Head shall be four years, though the term may be shorter when warranted and at the discretion of the Director, but for no less than two years. Section Heads are eligible for reappointment by the Director in consultation with the Section faculty, staff, and the other Section Heads.

In general, Section Heads are in charge of the Section's academic programs. Responsibilities include:

- assisting the Director in the business of the school, including hiring and supervising staff and making school service assignments;
- promoting and improving individual programs within their Section and establishing relationships with the other Sections in the school;
- allocating and administering the Section budget;
- recruiting and admitting students;
- hiring associated and visiting faculty;
- recruiting faculty and recommending candidates for tenure, clinical, and research-track faculty positions;
- supervising faculty, which includes teaching, service, mentor, and peer evaluation assignments, and encouraging scholarship and educational investigations;
- assigning peer reviews of teaching as per KSA APT, Section X.B.;
- writing annual evaluations of faculty teaching, scholarship, and service in consultation with the Director; and
- evaluating candidates for tenure and promotion.

Where necessary, the Section Head may establish committees to assist in the administration of the Section. The Director may delegate other duties to a Section Head as the need arises.

3. Undergraduate and Graduate Chairs

Each Section will have an Undergraduate and Graduate Chair that report to the Section Head. The Chairs are responsible for ensuring that the curricular goals of each program are being met, and general oversight of day-to-day activities related to the execution of the curriculum as well as student advising, recruitment, and admissions. The Chairs also represent each Section on the School Curriculum Committee.

C. School Committees

1. Executive Committee

The Executive Committee consists of the Director and the Section Heads, though the Director may place additional faculty and staff on the committee after consultation with the Section Heads. The committee reviews all essential matters concerning the KSA.

2. Promotion and Tenure (P&T) Committee

The promotion and tenure committee is composed of five to six tenured professors with no

more than two professors coming from an individual Section. The Committee includes at least two Full Professors in fourth-year and sixth-year promotion cases. In cases of promotion to Full Professor, the promotion and tenure committee is composed of four to six Full Professors with no more than two professors coming from an individual Section. The School Director in consultation with the Section Heads appoints all members of the Promotion and Tenure Committee annually, and assigns the roles of Chair and Procedures Oversight Designee. In addition, the Director in consultation with the Section Heads may add more committee members to provide sufficient representation of the school's diverse scholarship. The Chair of the Promotion and Tenure Committee shall serve as Chair for no more than three consecutive years. The committee prepares a report on fourth and sixth year review candidates according to the school's Appointment, Promotion & Tenure document. In addition, the Committee prepares a report on new faculty hires with tenure, and acts on other matters related to promotion and tenure.

3. Academic Affairs Committee

The Academic Affairs Committee consists of the Undergraduate and Graduate Chairs from each Section, one student from each Section, and student services staff, as appointed by the Director in consultation with the Section Heads. The Committee coordinates school-wide activities as they relate to the curricula. Voting rights are restricted to faculty members. The Committee's responsibilities include the following.

- Review of all curriculum changes proposed by Sections, authorization of course proposals, and forwarding approved changes to the Council on Academic Affairs in accordance with Faculty Rule 3335-3-34(D)(4).
- Annual review of undergraduate admissions policies, and adjustments, as necessary.
- Review of Academic Standards and Procedures criteria, and students on probation.
- Academic initiatives in consultation with the Director and Section Heads.
- Program assessments in cooperation with the Section Heads.

4. Technology Committee

The Technology Committee consists of at least two members of the IT staff, one faculty member from each Section, and one student representative from each Section. The Director, in consultation with the Section Heads, appoints all committee members. The Committee reviews and develops policies related to school instructional technology, and makes recommendations for future investments.

5. Library, Collections and Media Committee

The Library, Collections and Media Committee consists of the Architecture Librarian, the Digital Resources Curator, and one faculty member and one student from each Section appointed by the Director in consultation with the Section Heads. The Committee advises the Library and Digital Library on acquisitions, procedures, and policies and integrates these into the school's pedagogy. The Committee also institutes policies on information literacy and e-learning.

D. Section Committees

1. Faculty Search Committee

Faculty searches are Section-based. The Section Head appoints a Committee composed of at least three faculty and one student from the hiring Section, and at least one faculty member from one of the other two Sections. The Section Head appoints a Chair of the Committee and a Diversity Advocate who ensures that vigorous efforts are made to gather a diverse pool of

qualified applicants. The Committee consults with the Section faculty in the initiation, review, and recommendation of a short list of at least three candidates, as specified in the APT document. The Committee makes a final report, which is advisory to the Director. The Section Head makes a separate recommendation to the Director. The Director makes the final selection of a candidate to be offered a position.

2. Undergraduate Studies Committees

Each Section will have an Undergraduate Studies Committee. Each Committee is led by the Section's Undergraduate Chair with at least two additional faculty members and one student appointed by the Section Head. The Committee oversees the curriculum of its respective degree program and proposes improvements, including interdisciplinary offerings, to its Section Head. The Committee is also responsible for recruitment and admissions in coordination with the school staff and college and university initiatives. As part of its recruitment and admissions efforts, the Committee is responsible for making scholarship awards and other financial aid offers in consultation with its Section Head.

3. Graduate Studies Committees

Each Section will have a Graduate Studies Committee. Each Committee is led by the Section's Graduate Chair with at least two additional faculty members and one student appointed by the Section Head. The Committee oversees the curriculum of its respective degree program and proposes improvements, including interdisciplinary offerings, to its Section Head. The Committee is also responsible for recruitment and admissions in coordination with the school staff and college and university initiatives. As part of its recruitment and admissions efforts, the Committee is responsible for making scholarship awards and other financial aid offers in consultation with its Section Head.

(For a complete listing of committee responsibilities, see <http://www.gradsch.osu.edu/14.1-general-responsibilities.html>).

E. Tasks

Faculty and staff may be appointed by either the Director or Section Head to perform specific tasks. These tasks are often time consuming and, as is the case with all service assignments, their impact is considered in annual evaluations. Examples of tasks are the lecture series, gallery, international programs, and education initiatives.

VIII. Faculty Meetings

The Director will distribute a schedule of school faculty meetings at the beginning of each academic year. Typically, there will be two school faculty meetings per semester, with the exception of summer semester. The Director, in consultation with faculty, may cancel a meeting if the agenda is insufficient to justify the meeting. In such cases, the Director shall attempt to provide at least one week's notification to faculty. Conversely, the Director may call additional meetings as necessary, and additional meetings may also be scheduled at the request of at least one-half of the regular faculty. Faculty meeting minutes shall be taken, distributed, and archived.

The Director prepares the agenda for each faculty meeting in consultation with the Executive Committee. Faculty, staff, and student leaders may suggest agenda items for consideration by the Director and Section Heads up to three days before the meeting. Regular faculty must attend all faculty meetings as attendance constitutes a minimum level of service performance.

A simple majority will pass motions provided that a majority of the faculty is present. If a majority of the

faculty membership is not present, then the voting must be done again at a meeting when a majority of the faculty is present.

In general, faculty meetings are for the exchange of ideas, to inform the faculty of news relevant to the school, and to discuss important issues. Roberts Rules of Order will be used to determine procedure on issues when special limitations need to be placed on debate and when a critical vote is necessary. Voting on all personnel matters shall be by secret ballot only. Other voting shall be by secret ballot, voice vote, or show of hands as determined by the Director. However, a secret ballot may be taken on any issue upon the request of at least 50 percent of the faculty present. The presumption of majority rule will prevail in all matters requiring a vote.

Section Heads schedule faculty meetings on a regular basis, but not less than once a month during the academic year. The Section Head prepares the agenda, and distributes and archives meeting minutes.

IX. Faculty Duties and Responsibilities

All faculty members must share in meeting the KSA's teaching responsibilities, must be engaged in scholarship, and must share in administration and service obligations. It is recognized that teaching, scholarship, and service activities may overlap and not all require the same amount of time or have the same impact. The Director and the Section Heads strive to maintain equitable distribution of overall workload obligations.

The duties and responsibilities of the faculty are described, in accordance with Faculty Rule 3335-3-35 (C)(2)(f). The typical percentages of time dedicated to teaching, scholarship, and service follow the Office of Academic Affairs Policies and Procedures Handbook (Section 1.4.5), which specifies that 60% of faculty workload be devoted to teaching in departments with active baccalaureate and masters degree programs, while 50% of faculty workload be devoted to teaching in departments with active baccalaureate, masters, and doctoral programs. Architecture and landscape architecture do not have PhD programs and follow a teaching/scholarship/service model of 60/30/10. City and Regional Planning has a PhD program and follows a teaching/scholarship/service model of 50/40/10, with the exception of its clinical faculty, who do not advise PhD candidates and follow the 60/30/10 model. Scholarship productivity, teaching release, and special service assignments may affect these percentages. However, excellence in one area never excuses negligence in another.

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

The duties and responsibilities listed here do not constitute a contractual obligation. Fluctuations in demands and resources in the school and/or each Section and the individual circumstances of faculty members may warrant temporary deviations from the plan of action.

Assignments and expectations for the upcoming year are addressed as part of the annual review by the Section Heads and Director.

A. Tenure-Track Faculty

Teaching

Tenure-track faculty are expected to address the school's curricula while providing all students the opportunity to realize their full capabilities for learning and, for the most capable and motivated

students, an enhanced learning experience. The typical KSA teaching workload for tenure-track faculty consists of four courses per year plus academic advising, supervision of independent studies, advising of Master theses and (in City and Regional Planning) Ph.D. dissertations, and other teaching obligations as required by the curricula of each Section.

Teaching is assessed according to credit hours generated, GA's supervised, awards, SEI's, peer assessments, and course development. Course revisions according to advances in the field are integral to teaching obligations. The Section Head takes development of new courses into account in making teaching assignments. Faculty should refer the APT document for teaching expectations.

Scholarship

Faculty Rule 3335-6-02(A)(1) states that scholarship "is broadly defined to include discovery, scholarly and creative work, applied research, and the scholarship of pedagogy."

Tenure-track faculty are expected to be engaged in scholarship that makes a contribution to the discipline, is gaining or has gained national and/or international recognition, and promises continued growth. Scholarship is assessed according to quantity (the amount produced) and quality (the impact of what is produced). Faculty should refer to the APT document for scholarship expectations.

Service

Tenure-track faculty are expected to make substantive contributions to the governance and advancement of the school in a collegial manner that facilitates positive contributions by others. Service is assessed according to impact and role: assigned task, chair of committee, or member of committee. A standard assignment is chairing one committee and serving on two other committees. However, service requirements will vary according to faculty rank and annual demands as managed by the Section Heads and Director. In particular, tenure-track faculty have reduced service obligations during their probationary period. Tenured faculty should also contribute to one or more publics – the university, the civic community, and/or the professions – while understanding that service outside the school does not discount obligations within the school.

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other school events. Faculty should refer the APT document for service expectations.

Release Time

The purchase of release from teaching must be negotiated by the faculty member with the Section Head and approved by the Director. Faculty seeking release time must have a positive record of achievement, service, and commitment to the school and demonstrate the benefits of the requested release to their continuing professional development and to the school. In general, the purchase of release time is calculated according to the faculty member's salary, the percentage of workload being bought out, and the faculty member's rank. Applicants must work with the Section Head to ensure the Section's ability to accommodate the release time.

B. Clinical Faculty

Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track. Clinical faculty should refer to the APT document for teaching, scholarship, and service expectations.

The typical Knowlton School teaching workload for clinical faculty consists of four courses per year plus academic advising, supervision of independent studies, advising of Master theses, and other

teaching obligations as required by the curricula of each Section. The exception is clinical faculty in City and Regional Planning who do not advise PhD candidates and teach five courses to meet the 60/30/10 model.

C. Research Faculty

Research faculty members are expected to contribute to the university's mission via scholarship.

In accord with Faculty Rule 3335-7-34, a research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research track faculty member must be approved by a majority vote of the TIU's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

Scholarship expectations are similar to those for the tenure-track, albeit proportionally greater since 100% of effort for faculty members on the research-track is devoted to scholarship. Specific expectations are spelled out in the letter of offer.

D. Associated Faculty

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

Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

The standard teaching assignment for full-time lecturers is eight courses per academic year.

E. Mentoring

During their first term of appointment, all tenure-track, clinical, and research faculty will be assigned a faculty mentor in consultation with the Section Head and Director. Mentors will come from the faculty member's discipline and will be tenured, and, ideally, a Full Professor. The mentor will assist the faculty member in developing a plan of teaching, scholarship, and service. The mentor will regularly communicate with the faculty member, comment on draft work products, provide peer teaching evaluations, and assess the faculty member's development. In addition, a rotating group of three senior faculty will write an annual assessment of a probationary faculty member's performance. This assessment is advisory to the Section Head in writing the probationary faculty member's annual review letter. The assessment should provide guidance to probationary faculty on their progress towards tenure, but does not become part of the promotion and tenure dossier.

F. Parental Modification of Duties

KSA strives to be family-friendly in its efforts to recruit and retain high quality faculty members. To this end, the KSA is committed to parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering. This can include a 50 percent reduction in course teaching for the academic year. See Appendix C of the College of Engineering's POA for details

(<http://engineering.osu.edu/sites/eng.web.engadmin.ohio-state.edu/files/uploads/POA-Engineering-120112.pdf>).

The faculty member and the Section Head, in consultation with the Director, will be creative and flexible in developing a solution that is fair to both the individual and the Section while addressing the needs of the university. Expectations must be detailed in an MOU that is approved by the College Dean.

G. Workload Adjustments

Variations in scholarship are a normal feature of academic life and variations may also occur in teaching and service performance. However, a consistent pattern of underperformance in teaching, scholarship, and/or service may lead to increased assignments in the remaining areas. Conversely, a reduction in teaching requirements is possible for faculty who regularly exceed expectations in scholarship or service.

Special Assignments (SA)

Information on special assignments is presented in the OAA Handbook, at <http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>. The information provided below supplements these policies.

Probationary tenure-track faculty will normally be provided a two-course reduction over the course of their probationary period. The two-course reduction can be combined as an SRA. Reasonable efforts will be made to provide SRA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the Section, and the need to assure that sufficient faculty are always present to carry out Section work.

X. Course Offerings and Teaching Schedule

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

XI. Allocation of School Resources

The Director, in concert with the Section Heads, is responsible for the fiscal and academic health of the department and for assuring that all resources-fiscal, human, and physical- are allocated in a manner that will optimize achievement of school goals.

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

Research space will be allocated on the basis of scholarship productivity including external funding and will be reallocated periodically as these faculty-specific variables change.

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

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

XII. Leaves and Absences

The university's policies and procedures with respect to leaves and absences are as per the Office of Academic Affairs Policies and Procedures Handbook (<http://oaa.osu.edu/policiesprocedureshandbook.html>) and Office of Human Resources website (<http://hr.osu.edu/policy/>). The following Sections supplement these policies.

A. Discretionary Absence

Faculty are expected to complete a Travel Request for off-campus travel such as for consulting or professional meetings. Faculty are also expected to complete an Application for Leave for an extended absence of more than ten days. In both cases, the form must be completed well in advance to provide time for its consideration and approval. Discretionary absence from duty is not a right and the Section Head and Director retain the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a semester is substantial. The Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence of ten or more consecutive days.

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave Form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the Section Head know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27, <http://hr.osu.edu/policy/policy627.pdf>.

C. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in the Office of Academic Affairs Policies and Procedures Handbook, <http://hr.osu.edu/policy/policy645.pdf>. The information provided below supplements these policies.

D. Faculty Professional Leave (FPL)

For information on faculty professional leave, see the OAA Handbook, <http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>. The college provides deadlines and procedures at the beginning of every academic year.

The school's Executive Committee will review all requests for faculty professional leave and make a recommendation to the Director. The Committee and Director will give priority to those applicants who have a positive record of achievement, service, and commitment to the school and can show the benefits of the requested leave to their continuing professional development and to the school.

Applicants must also work with the Section Head to ensure the Section's ability to accommodate the release time. Applicants will be judged on the above criteria and the lapsed time since their last leave.

XIII. Supplemental Compensation and Paid External Consulting

External consulting can serve the academic interests of a professional school. However, faculty must follow the Ohio State University policy on paid external consulting. Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>).

XIV. Financial Conflicts of Interest

A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting scholarship. For further details, see the University's Policy on Faculty Financial Conflict of Interest (<http://orc.osu.edu/files/2013/02/Policy-on-Faculty-Financial-Conflict-of-Interest.pdf>).

Faculty members are expected to review their professional activities to avoid conflicts of interest as defined in the Ohio State University conflict of interest policy. Faculty members are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

XV. Grievance Procedures

Members of the Section with grievances should discuss them with the Section Head or Director, as appropriate. The procedures for the review of specific types of complaints and grievances are provided below.

A. Salary Grievances

A faculty or staff member who believes that his or her salary is inappropriately low should provide documentation and discuss the matter with the Director. Faculty members who wish to discuss dissatisfaction with a salary increase with the School Director must be prepared to explain how their salary (rather than the increase) is inappropriately low, since increases are solely a means to an optimal distribution of salaries.

Faculty members who are not satisfied with the outcome of the discussion with the Director should meet with the college's Associate Dean of Academic Affairs who can advise them on appeal processes. More information can be found online in the OAA's Policies and Procedures Handbook at: <http://oaa.osu.edu/handbook.html>.

Staff members who are not satisfied with the outcome of the discussion with the Director should contact the college's Director of Human Resources who can advise them on appeal processes. More information can be found online at: <http://www.hr.osu.edu/>.

B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html>.

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in the KSA Appointments, Promotion, and Tenure document and Faculty Rule 3335-5-05, <http://trustees.osu.edu/rules/university-rules/rules5/ru5-05.html>.

D. Sexual Harassment

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, <http://hr.osu.edu/policy/>.

E. Student Complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response.

If the complaint cannot be resolved between the student and faculty member, either party may ask the Section Head for a judgment. In such a case, the Section Head will first ascertain whether the students require confidentiality or not. If confidentiality is not required, the Section Head will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. In this effort, the Section Head may enlist an Advisory Committee of three faculty.

If confidentiality is required, the Section Head will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not

Faculty complaints regarding students must be handled in accordance with university rules and policies. Faculty should seek the advice and assistance of the Section Head, Director, and other administrators with knowledge of policies and procedures. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see <http://oaa.osu.edu/coam.html> and <http://senate.osu.edu/committees/COAM/COAM.html>).

F. Code of Student Conduct

In accordance with the Code of Student Conduct faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct (see <http://trustees.osu.edu/rules/code-of-student-conduct/>).

APPENDIX A. School offices, staff, and their functions.

Fiscal, Human Resources & Facilities

Business Manager. Manages the Knowlton School and Section budgets; oversees business and human resources operations.

Administrative Associate. Processes timekeeping, hiring of employees, and purchases.

Building Coordinator. Facility improvement, building maintenance; space assignments, event scheduling, and policy oversight.

Shop Coordinator. Manages the M/I Homes Foundation Materials/Fabrication Laboratory.

Administration, Communication & Outreach

Program Manager – Administration, Communications and Outreach. Oversees communications and marketing initiatives; manages special projects for Director.

Coordinator – Alumni and Donor Relations. Coordinates communication with school alumni and donors; manages school-wide events.

Coordinator – Communications Graphics; School Curriculum. Develops graphics and images, manages social media outlets; supports curriculum management.

Student Services

Program Manager – Student Services. Manages Knowlton Student Services office; represents the school at external recruitment events.

Undergraduate Academic Advisor. Advises undergraduate students; manages the school's course scheduling process.

Honors, and Scholars Coordinator. Advises students with either Honors or Scholars standing.

Graduate Programs Coordinator. Works with faculty chairs to manage graduate degree programs; assists in grad program recruitment.

Information Technology

Senior Systems Manager. Manages the IT staff. Maintains servers and network infrastructure and oversees the IT budget.

Systems Developer/Engineer. Creates faculty accounts and handles computer and network security issues.

Systems Manager. Oversees student help desk.

Webmaster. Develops and maintains the Knowlton School's web presence.

Digital Resources Curator. Manages the Knowlton Digital Library; faculty resource for learning technology and eLearning.

Architecture Library

Architecture Librarian. Manages the Architecture Library; liaison between Ohio State library system and the Knowlton School.

Library Associate. Compiles reserved materials for courses; oversees maintenance of library collections.