

**Pattern of Administration
for
The Ohio State University
Department of Comparative Studies**

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Pattern of Administration for the Department of Comparative Studies

I. Introduction

This document provides a brief description of the Department of Comparative Studies as well as a description of its policies and procedures. It supplements the [Rules of the University Faculty](#) and other policies and procedures of the university to which the department and its faculty are subject. The latter rules, policies and procedures, and changes in them take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time. Changes, which will be made in consultation with the department faculty, will be disseminated to department faculty in memos until sufficient changes have accumulated to warrant printing and distributing a complete new document. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

II. Department Mission

The Department of Comparative Studies encourages critical reflection about culture across boundaries of discipline, nation, and language. Comparative Studies scholars attend to the construction of knowledge and the dynamics of power and authority in a range of historical discourses and practices: social, religious, literary, aesthetic, technological, scientific, political, and material. Our comparative methods question the assumptions that shape humanistic study, as we work to account for the historical, material complexities of social relations and human existence. In this sense, "comparison" entails a self-reflective, critical analysis of our own social, cultural, historical and political contexts even as it heightens our sensitivity to the immediate specificities of the intellectual and material issues at hand. Our work is informed by a commitment to social justice, and energized by critical questions about how justice is to be defined and how it can be realized. Our scholarship engages with our academic peers, continuing the intellectual conversation that drives the production of knowledge. Our scholarship reaches beyond those peers to address broader publics. That same scholarship informs our teaching, ensuring that our students engage with the most current critical concepts and data. We encourage and help our students to become effective global citizens, guided by an ethos of mutual respect and persistent questioning, and recognition of the value and pleasures of critical intellectual work.

The department includes in its mission the achievement of international distinction in the kinds of interdisciplinary and cross-cultural research outlined above, and is also committed to sharing this knowledge through superlative teaching and service to the people of Ohio and the nation, and to fostering cooperation in research and teaching

among arts and sciences faculty at The Ohio State University. On regional campuses, the department is committed to excellence in implementing the instructional undergraduate program of the humanities, and supports the specific mission mandated for those campuses by the Ohio Department of Higher Education.

The department offers a Bachelor of Arts degree in Comparative Studies, a BA in Religious Studies, and a BA in World Literature. It provides students across the university with innovative courses that fulfill general education requirements for both the Bachelor of Arts and Bachelor of Science degree, and administers undergraduate minors. On the graduate level, the department offers a Master of Arts degree in Comparative Studies, a Ph.D. Minor in Comparative Cultural Studies, and a Ph.D. in Comparative Studies. Many of the department's interdisciplinary seminars attract graduate students from other departments in the Colleges of the Arts and Sciences as well as the university's professional schools. The department's faculty regularly advise and sit on degree committees of graduate students in Comparative Studies as well as a wide variety of departments and programs across the university.

The department acknowledges the importance of achieving excellence in research, teaching, and service, and hence values and encourages scholarly and pedagogical innovation as well as professional and community service that promote its mission as stated above. More broadly, the department is committed to contributing to an intellectual foundation for public discourse on the complexities of a culturally diverse nation and world.

III. Academic Rights and Responsibilities

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

IV. Faculty

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. The faculty of the department include all those tenure-track faculty whose tenure home is in the Department of Comparative Studies or whose positions are supported, wholly or in part, by the department. Department faculty serve on the Columbus campus as well as on regional campuses. The President of the university and the Executive Dean of the College of Arts and Sciences are also members of the department faculty.

A. Voting Faculty

The voting faculty of the department consists of (a) tenure-track faculty whose tenure home is in the department, (b) tenure-track faculty with joint appointments that are

50% within the department, but whose tenure home is elsewhere (c) faculty who have been granted voting rights in a memorandum of understanding approved by the department faculty. Voting on personal matters, however, is restricted to faculty members whose tenure home (TIU) is Comparative Studies.

Senior lecturers and the representative of the other associated faculty in this department may participate in discussions and vote on nonpersonnel matters. They may not participate in any personnel discussions. Emeritus faculty in this department are invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

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

B. Department Council

The department council consists of the faculty of the department and the academic coordinator of the department, along with the senior lecturers, one representative of the lecturers, and the graduate students. The chair may, at his or her discretion, invite members of faculty with courtesy appointments to participate in meetings of the department council, usually for a specific purpose and a limited time. Tenured and tenure-track members of the faculty, senior lecturers, and the representative of the lecturers have voting rights. However, only tenured and tenure-track members of the faculty with their tenure homes in Comparative Studies may vote on personnel matters.

The department council is the general policy-making unit of the department. It is responsible for deciding all questions of administrative and curricular policy that may be presented to it by the chair, the standing committees, ad hoc committees, and individual members or groups of members from the council. All recommendations about programmatic or curricular changes are subject to council approval and may not be forwarded to higher levels of the university administration for action until after the council has acted upon them. The council also advises the chair with regard to hiring priorities, the appointment of visiting faculty, and the undertaking of major initiatives such as the organization of scholarly colloquia.

C. Graduate Faculty

All members of the department faculty are members of the graduate faculty. In addition the chair of the department may, with the approval of the graduate studies committee and the voting faculty of the department, invite faculty from other units in the university to accept Courtesy Appointments for the purpose of serving on graduate committees.

V. Organization of Department Services and Staff

A. Academic Program Coordinator

The person holding this position is responsible for overseeing the daily administrative operations of the department, including hiring, assigning, training, scheduling, and supervising student employees and ensuring appropriate coverage for front office reception area; planning, coordinating, and implementing program and administrative support for the Department of Comparative Studies; collaborating with other departments to work on projects and improve efficiency in the department's operations; representing the department and serving as a liaison to College and University offices; responding independently to inquiries from students, faculty and the public; providing administrative support to the department's chair, faculty, administrative staff and graduate associates/students and undergraduates; coordinating graduate admissions for the department; preparing recruitment materials; coordinating course scheduling for the department, including being responsible for locating rooms for events, speakers, reviews and exams upon request; communicating with undergraduate majors and minors as requested; providing enrollment statistics and reports regarding department course schedule; participating in special projects as directed; and providing back-up coverage for other departmental Academic Coordinators in Hagerty Hall for specified clerical tasks.

The Academic Program Coordinator has primary responsibility, in consultation with the chair, for the coordination of teaching and advising in the department and for the administration of the degree programs. The APC carries out other assignments from the chair as needed, and serves as secretary to the department council. This is not to be mistaken for a complete job description.

B. Administrative Services Team

All human resources and fiscal operations will be handled by the Administrative Services Team for the fourth floor of Hagerty Hall. The specific duties of this team are spelled out in the HR Memos of Spring, 2013 that detail the reorganization of the Hagerty Hall staff.

C. Advising Team

General undergraduate student advising will be handled by the Advising team for Hagerty Hall. The specific duties of this team are spelled out in the HR Memos of Spring 2013 that detail the reorganization of the Hagerty Hall Staff. Each Comparative Studies, Religious Studies, and World Literature major will be assigned a faculty advisor for more personalized direction.

VI. Overview of Departmental Administration and Decision-Making

Department governance proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Open discussions, both formal and informal, constitute the primary means of reaching agreement on decisions of central importance. Whenever a vote in the department council, a standing committee or an ad hoc committee is requested by a member of the voting faculty or required by University rules, a vote is taken. Except where stipulated otherwise, only a simple majority is required.

VII. Department Administration

A. Chair

The primary responsibilities of the chair are set forth in Faculty Rule [3335-3-35](#). This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

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

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.

- To recommend, after consultation with the tenured faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and this department's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
- In addition, the chair presides over the meetings of the department council; serves as an ex-officio member of all standing and ad hoc committees, and may vote as a member of all committees except the committee of the eligible faculty; implements the policy decisions of the department; serves as a liaison between the faculty of the department and other administrative units of the university; and seeks to promote the interdisciplinary research and teaching missions of the department.
- The chair is appointed by the dean for a four-year term. In the early fall semester of the fourth year, the divisional dean initiates a discussion with the chair about reappointment, and the chair indicates to the dean whether he or she is willing to be considered for reappointment. If the chair is not willing, or if a vacancy occurs for any other reason, a department chair search committee is appointed by the dean in consultation with the department faculty. The divisional dean determines whether the chair is to be drawn from the faculty within the unit, is to be selected following a national search, or is to be selected in some other way. The committee typically includes members of the voting faculty from each rank, a staff member, a student, and a representative appointed by the divisional dean of the college; the committee excludes the sitting chair. The search committee interviews candidates for the position; consults with faculty, staff, and students in the department; and presents the dean with an unranked list of candidates deemed acceptable to the department and a statement of the strengths and weaknesses of each candidate. The Executive Dean, in consultation with the divisional dean, will appoint the chair, taking into consideration the recommendations made by the selection committee and input received from the department.

- If the sitting chair is willing to be reconsidered for reappointment, a department chair review committee is appointed by the divisional dean in consultation with the department faculty. The committee typically includes members of the voting faculty from each rank, a staff member, a student, and a representative appointed by the divisional dean; the committee excludes the sitting chair. The review committee consults with faculty, staff, and students in the department; presents the dean with a statement of the strengths and weakness of the chair; and makes a recommendation to the executive dean concerning reappointment. After reviewing the recommendation, the executive dean decides whether to make a reappointment or to initiate a search following the procedures described above. In the event the dean authorizes an external search, it may be necessary to appoint an interim chair. See also the College of Arts and Sciences Pattern of Administration, section V.
- If the chair is on leave for one or more semesters, an acting chair may be appointed by the divisional dean. The dean will make every effort to consult with the voting faculty of the department, but in the case of an unforeseen or emergency personal leave, the divisional dean has authority to make an immediate appointment.

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

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B. Other Administrators

1. Chair of the Graduate Studies Committee

The graduate studies chair convenes regular meetings of the committee, communicates the committee's recommendations to the department council, coordinates the regular assessment of the department's graduate curricular offerings, and serves as liaison with the graduate school and the graduate committee of the college. In addition, the graduate studies chair ensures the regular offering of the department's dissertation workshop. The graduate studies chair usually serves as acting chair of the department in the chair's absence if less than a semester.

2. Chair of the Undergraduate Studies Committee

The undergraduate studies chair convenes regular meetings of the committee, communicates the committee's recommendations to the department council, coordinates the regular assessment of the department's undergraduate curricular offerings, and serves as liaison with the undergraduate committee of the college. In addition, this chair works with the undergraduate student organization and coordinates the special class for majors, CS 2099.

3. Program Coordinators

Program coordinators supervise emergent or established curricular programs within the department. Coordinators convene meetings of the program committees as needed, work with the academic program coordinator to provide undergraduate advising and other student services, and serve as liaisons with other relevant committees within and outside the department.

C. Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The chair is an ex officio member of all department committees and may vote as a member on all committees except the Committee of Eligible Faculty.

All faculty appointments to committees are made by the chair annually in consultation with the faculty. The department has the following standing committees:

1. Graduate Studies Committee

The graduate studies committee consists of at least two members of the department faculty, the academic program coordinator, and a graduate student representative elected by the graduate students of the department.

The Director of Graduate Studies is appointed by the chair of the department. The typical term of service is for three years. The appointment can be renewed upon agreement of both parties. Only the faculty members have voting rights in this committee.

The committee supervises all aspects of the graduate program. It is responsible for graduate admissions, graduate-level curriculum, evaluation of the progress of graduate students, and review of the effectiveness and changing needs of the graduate program. Curricular proposals may be initiated by the committee or by individual faculty members. The graduate studies committee recommends qualified students for graduate assistantships and other awards, and it coordinates efforts to

help graduate students find appropriate employment or placement in doctoral programs or professional schools after graduation. The committee also considers faculty for associated graduate faculty status and makes recommendations on such matters to the chair of the department.

2. Undergraduate Studies Committee

The undergraduate studies committee consists of at least two members of the department faculty, the academic program coordinator, a graduate student teaching associate appointed by the chair of the department, and an undergraduate student, usually a Comparative Studies major, appointed by the chair of the department. Whenever practicable, the faculty members of the committee include a representative from one of the regional campuses.

The Director of Undergraduate Studies is appointed by the chair of the department. The typical term of service is for three years. The appointment can be renewed upon agreement of both parties. Only the faculty members have voting rights in this committee.

The committee is responsible for reviewing undergraduate curricular proposals, for coordinating the department's general education and honors offerings, and for conducting periodic reviews of the effectiveness and changing needs of the undergraduate program. Curricular proposals may be initiated by the committee or by individuals. The committee also nominates qualified undergraduate students for appropriate awards and fellowships.

3. Chair's Advisory Committee

The advisory committee consists of the professors of the voting faculty of the department.

The committee advises the chair on matters of promotion and tenure, and evaluates the progress of the associate professors in the Annual Review process. It identifies possible candidates for early tenure and promotion or for promotion to professor, assesses the status and adequacy of dossiers helps to identify suitable outside evaluators of candidates' published or in-progress work, and evaluates FPL applications. It also advises the chair about particular issues that may arise from time to time.

4. Teaching Committee

The Teaching Committee is charged with maintaining the highest level of teaching quality at all levels of the department's curriculum. It has the primary responsibility

for ensuring that tenure-track faculty are reviewed regularly and productively. This is particularly important for probationary faculty and associate professors anticipating promotion reviews. The committee also ensures that the teaching of all graduate teaching associates is reviewed annually and that the associated faculty are reviewed on a regular rotating basis. In addition to ensuring regular teaching reviews, the Teaching Committee regularly considers pedagogical issues and makes recommendations to the faculty about new developments in teaching excellence.

5. Salary Advisory Committee

The committee consists of two tenure-track faculty elected by the voting members of the faculty; no one may serve on the committee for more than two consecutive years. The two positions are elected in alternating years, ensuring that institutional knowledge of standard practices and expectations continue. The committee reviews annual activity reports of the faculty and makes recommendations concerning merit salary increases to the chair of the department.

6. Program Committees

Program committees may be appointed by program coordinators or by the chair in consultation with program coordinators. These committees may make recommendations about curriculum, degrees and advising in the program area; links between academic and other programming; and departmental outreach.

7. Ad hoc Committees

Ad hoc committees are appointed by the chair when needed to carry out the teaching, research and service missions of the department. The composition and duties of faculty search committees are discussed in the department's Appointments, Promotion, and Tenure Document.

VIII. Department Council Meetings

Before the start of each semester, the chair provides to all faculty members a schedule of regular meetings of the department council (Rule [3335-5-18](#) of the Administrative Code). Regular meetings are called by the chair. A meeting is also called if it is requested by one-third or more of the voting members of the council. The chair or acting chair presides at all meetings.

The chair provides all members of the council with an agenda by electronic mail prior to the meeting. Any individual who wishes an item of business to be placed on the agenda presents it to the chair in advance of the meeting. Minutes are taken by the academic program coordinator and approved at the next regularly scheduled meeting of the council. Minutes are available online to all members of the department in the

department box folder. These minutes may be amended at the next council meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

A quorum is constituted by sixty percent of the on-duty, voting faculty. A quorum is not determined unless called for by a voting member of the council. All matters requiring a vote by the council, except personnel decisions, are decided by a simple majority of the voting faculty; personnel decisions require a two-thirds vote. In the event of tie votes, the chair has the right to cast the deciding vote. Voting may be by voice, show of hands, or ballot. A secret ballot may be requested by any member of the voting faculty; secret ballots are required for faculty appointments, fourth year reviews of probationary faculty, and all promotion and tenure decisions. In the event the chair disagrees with a decision made by the department council, he or she informs the council in writing of the reasons for the disagreement.

Whenever council meetings result in recommendations that are to be reported to the college or the university, these recommendations are communicated by the chair, who retains the right to report in writing his or her own disagreements with such action to appropriate university officials. However, a copy of this dissenting report is in all cases made available to the members of the department council, and an opportunity for comment is provided, before the report is forwarded to the college or university. When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the chair will necessarily make the final decision.

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

IX. Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities (See the OAA [*Policies and Procedures Handbook*](#), Volume 1, Chapter 2, Section 1.4.5).

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

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

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

A. Tenure-track Faculty

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

Teaching

All tenure-track faculty are expected to contribute to the department's teaching, which may include large enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard teaching assignment for full-time tenure-track faculty members is four courses per academic year. Faculty members are also expected to advise undergraduate and graduate students, and they may supervise independent studies and thesis and dissertation work.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes teaching a fewer number of courses. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes teaching additional course(s). Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can receive a special assignment (see section i below) that includes a reduced teaching assignment.

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

Scholarship

The department expects its faculty to engage in research continually, to present their findings regularly to their professional peers, to relevant publics, and to integrate their research into their teaching. The normal level of scholarly productivity expected of tenured members does not differ markedly from probationary faculty, who are commonly expected during their probationary period to complete a major body of scholarship that they began during their doctoral programs.

Beyond the publication of research findings, the department also values many research-related activities that contribute to the national and international standing of faculty. These activities include, but are not limited to: obtaining external grants and competitive awards; editing journals; presenting invited lectures and participating in scholarly meetings in the United States and abroad, and making use of innovative and appropriate forms and methods of distributing the knowledge they generate.

Service

All faculty are expected to serve conscientiously on the department council and on assigned department committees, and to represent the department on college and university committees when called upon to do so. All faculty members are expected to attend selected recruitment activities, and other department events. In keeping with the interdisciplinary mission of the department, it is expected that faculty will work actively to develop cross-departmental and cross-college collaborations.

i. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). The information provided below supplements these policies.

Reasonable efforts will be made to award SA opportunities to all faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. Faculty members who have special assignments are on duty. Course releases that result from Special Assignments offered within the department are granted in the context of other course releases in the department, including those for administrative duties, faculty professional leaves, and start-up/retention offers. The college has a target that departments will not collectively release faculty from more than 15% of their standard teaching

assignment (defined under “Teaching” above in this section), not including course releases from grants/fellowships; duties outside the department; unpaid leaves; or medical leaves. The total number of SAs that can be granted, therefore, depends on other leaves and course releases in the department in a given year. SA requests are submitted by the Chair to the divisional dean along with other planned releases, where they are reviewed and either approved or not, as are occasional exceptions from the target percentage above.

B. Associated Faculty (Lecturers)

The standard teaching assignment for full-time lecturers is eight courses per academic year. Course assignments will vary depending on departmental need and instructor competence.

C. Parental Modification of Duties

The Department of Comparative Studies committed to adhering to the College of Arts and Sciences’ guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the [college pattern of administration](#) for details.

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

X. Course Offerings and Teaching Schedules

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the Academic Program Coordinator, the Program Coordinators, and the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-17](#) 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.

XI. Allocation of Department Resources

The chair 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 department goals.

Travel funds

The department encourages its faculty and graduate students to participate in professional conferences and provides an allowance to support the costs of travel. The amount of the allowance is determined by the chair and announced at the beginning of the academic year.

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

XII. Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources [Policies and Forms website](#). The information provided below supplements these policies.

A. Discretionary Absence

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

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical

appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR [Policy 6.27](#).

C. Unpaid Leave of Absence

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

D. Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#). The information provided below supplements these policies.

The chair's advisory committee reviews all requests for faculty professional leave and makes a recommendation to the department chair based on the quality of the project and its value to the professional development of the faculty member.

The chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.

XIII. Supplemental Compensation and Paid External Consulting Activity

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

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

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

A. Assigning Faculty Authored Textbooks

Any faculty who wish to assign books they have authored and for the sale of which they will receive royalties must submit the syllabus for the course to the chair of the department at least three weeks before the beginning of the semester in which the book will be used. The syllabus will be reviewed by the Chair's Advisory Committee for appropriateness.

XIV. Financial Conflicts of Interest

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

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

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

XV. Grievance Procedures

Whenever possible, efforts are made to resolve grievances of students, staff, and faculty through informal consultations with the chair. However, allegations of serious misconduct, including academic misconduct or sexual misconduct, and grievances related to tenure and promotion must be handled in conformity with published college and university policies. Procedures for the review of specific types of complaints and grievances are as follows.

A. Salary Grievance

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of Academic Affairs [Policies and Procedures Handbook](#)). As allowed in that policy, the College of Arts and Sciences has a college-specific process for eligible faculty to file an appeal; details, including annual deadlines for various steps in the appeal, are available on the college website at <https://intranet.asc.ohio-state.edu/guidelines/faculty>.

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

B. Faculty Misconduct

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

C. Faculty Promotion and Tenure Appeals

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

D. Sexual Misconduct

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

E. Student Complaints

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

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the chair and others with appropriate knowledge of policies and procedures when

problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the [Committee on Academic Misconduct](#) (see also http://senate.osu.edu/?page_id=183)

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.

**Alphabetical List of Hyperlinks Appearing in Ohio State University
Patterns of Administration
and
Appointments, Promotion, and Tenure Documents**

Academic Rights and Responsibilities Reaffirmation:

<https://oaa.osu.edu/rightsandresponsibilities.html>

Affirmative Action, Equal Employment Opportunity and Non-Discrimination/Harassment:

<http://hr.osu.edu/policy/policy110.pdf>

American Association of University Professors' Statement on Professional Ethics

<http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>

Application for Leave form: <https://eleave.osu.edu>

Code of Student Conduct: <https://trustees.osu.edu/rules/code-of-student-conduct/>

Committee on Academic Misconduct: <https://oaa.osu.edu/coam.html> and

http://senate.osu.edu/?page_id=183

Faculty Rule 3335-3 (administration): <https://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html>

Faculty Rule 3335-5 (governance): <https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>

Faculty Rule 3335-6 (tenure-track faculty appointments):

<https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html>

Faculty Rule 3335-7 (clinical and research faculty appointments):

<https://trustees.osu.edu/rules/university-rules/chapter-3335-7-rules-of-the-university-faculty-concerning-clinical-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html>

Faculty Rule 3335-8 (instruction): <https://trustees.osu.edu/rules/university-rules/chapter-3335-8-instruction.html>

Office of Academic Affairs Governance Documents Webpage: <http://oaa.osu.edu/governance>

Office of Academic Affairs *Policies and Procedures Handbook*: <https://oaa.osu.edu/policies-and-procedures-handbook>

Office of Human Resources Employee and Labor Relations: <https://hr.osu.edu/services/elr/>

Office of Human Resources Employment Services: www.hr.osu.edu/

Office of Human Resources Policies and Forms: <https://hr.osu.edu/policies-forms>

Policy 1.15 (sexual misconduct): <https://hr.osu.edu/public/documents/policy/policy115.pdf>

Policy 6.27 (paid leave): <https://hr.osu.edu/public/documents/policy/policy627.pdf>

Policy 6.45 (unpaid leave): <https://hr.osu.edu/public/documents/policy/policy645.pdf>

Policy on Equal Opportunity: <https://hr.osu.edu/public/documents/policy/policy110.pdf>

Policy on Faculty Annual Review: <http://oaa.osu.edu/assets/files/documents/annualreview.pdf>

Policy on Faculty Appointments:
<https://oaa.osu.edu/assets/files/documents/facultyappointments.pdf>

Policy on Faculty Compensation:
<https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>

Policy on Faculty Conflict of Commitment:
<https://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>

Policy on Faculty Financial Conflict of Interest: <http://orc.osu.edu/files/Policy-on-Faculty-Financial-Conflict-of-Interest.pdf>

Policy on Faculty Paid External Consulting:
<https://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>

Policy on Faculty Professional Leave:
<https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>

Policy on Special Assignment:
<https://oaa.osu.edu/assets/files/documents/specialassignment.pdf>

Rules of the University Faculty: <https://trustees.osu.edu/index.php?q=university/facultyrules>

Sample Letter Requesting External Evaluation: <http://oaa.osu.edu/sampleddocuments.html>

University Center for the Advancement of Teaching: www.ucat.osu.edu