



COLLEGE OF
EDUCATION AND
HUMAN ECOLOGY

THE OHIO STATE UNIVERSITY
DEPARTMENT OF TEACHING AND LEARNING

PATTERN OF ADMINISTRATION

2013
(REVISED MAY 1, 2013)

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Approval Date by T&L Faculty: May 29, 2013

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Table of Contents

| | | |
|-------|--|----|
| I. | INTRODUCTION | 3 |
| II. | DEPARTMENT MISSION..... | 3 |
| III. | FACULTY | 4 |
| IV. | ACADEMIC RIGHTS AND RESPONSIBILITIES | 5 |
| V. | ORGANIZATION OF DEPARTMENT SERVICES AND STAFF | 5 |
| | A. Assistant Department Chair | 5 |
| | B. Administrative Associate to the Department Chair | 5 |
| | C. Department Human Resources Administrator | 6 |
| | D. Department Fiscal Administrator..... | 6 |
| VI. | ORGANIZATION OF DEPARTMENTAL ADMINISTRATION AND DECISION-MAKING..... | 6 |
| | A. Chairs..... | 6 |
| | i. Vice-Chair of Graduate Studies..... | 7 |
| | ii. Vice-Chair of Undergraduate Studies..... | 8 |
| | iii. Areas of Study and Conveners..... | 8 |
| | B. Conveners..... | 8 |
| | C. Committees..... | 9 |
| | i. Undergraduate Studies Committee..... | 9 |
| | ii. Graduate Studies Committee..... | 9 |
| | iii. Executive Committee..... | 9 |
| | iv. Personnel Committee..... | 10 |
| | v. Scholarship Committee..... | 10 |
| | vi. Diversity and Equity Committee..... | 10 |
| VIII. | FACULTY MEETINGS..... | 11 |
| IX. | DISTRIBUTION OF FACULTY DUTIES AND RESPONSIBILITIES | 11 |
| | A. Instructional Activity | 12 |
| | i. Tenure Track Faculty..... | 12 |
| | ii. Clinical Faculty..... | 12 |
| | B. Research and Scholarly Activity..... | 12 |
| | C. Service Activity | 12 |
| | D. Departures from Average | 13 |
| | E. Special Assignments | 13 |
| X. | COURSE OFFERINGS & TEACHING SCHEDULES..... | 14 |
| XI. | ALLOCATION OF DEPARTMENTAL RESOURCES..... | 14 |

XII. LEAVES AND ABSENCES15
A. Discretionary Absence.....15
B. Absence for Medical Reasons.....15
C. Unpaid Leave of Absence.....16
D. Faculty Professional Leave.....16
XIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY17
XIV. FINANCIAL CONFLICTS OF INTEREST.....18
XV. GRIEVANCE PROCEDURES.....18
A. Salary Grievances.....18
B. Faculty Misconduct.....18
C. Faculty Promotion and Tenure Appeals.....19
D. Sexual Harassment.....19
E. Student Complaints.....19

DEPARTMENT OF TEACHING AND LEARNING 2013 PATTERN OF ADMINISTRATION

I. INTRODUCTION

This document provides a description of the Department of Teaching and Learning and its policies and procedures. It supplements the Rules of the University Faculty Handbook and other policies and procedures of the University to which the Department and its faculty are subject. The rules, policies and procedures, and changes in the above-mentioned documents take precedence over statements in this document.

This pattern of administration (POA) is subject to continuing revision and structured to meet the goals and mission of the university as a whole and the interests of the department and the college as outlined in its mission, vision, and strategic goals. The POA must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any other time with a written or electronic ballot. Revisions are subject to approval by the Dean and the Office of Academic Affairs.

Each department is required to have a pattern of administration. The college POA clarifies the academic responsibilities and decision-making authority of the dean as the administrative head of the college. It also clarifies the relationship of the dean's office to the departments and their leadership. The POA documents of the departments and College of Education and Human Ecology are intended to align, complement, and support each other, i.e., they should be consistent with the mission, values, vision, and strategic plan of the CEHE and the university at large.

The Department of Teaching and Learning and the College of Education and Human Ecology recognize the concept of shared governance with the presumption favoring faculty leadership on those matters in which faculty have primary responsibility, including: curriculum, subject matter and methods of instruction, faculty status (type of appointment, promotion and tenure of faculty), and those aspects of student life related to the educational process e.g., living and learning. This includes annual departmental oversight of curriculum and learning outcomes.

II. DEPARTMENT MISSION

The mission of the Department of Teaching and Learning is to generate and transmit knowledge about learning and teaching processes affecting people in diverse schools, families, and communities through world-class research, innovative teaching, and responsive service that addresses pressing educational problems both locally and globally.

Research and scholarship in the Department of Teaching and Learning focuses on the centrality of learners across the lifespan, from young children to adults both in and outside of school settings. This ecological systems focus shapes the vision of the department to:

- Be leaders in the field, helping to critique, rethink, and re-conceptualize knowledge related to academic content and conceptual knowledge and learning processes.
- Provide exemplary leadership in the research-based preparation and professional development of teachers and teacher leaders.
- Prepare educators with the knowledge, skills, and dispositions and pedagogical content knowledge to reach and effectively teach all learners in ways that are community and culturally responsive.

Our mission and vision link directly to the Ohio State University's Vision, Mission, Values and Goals. As part of one of the nation's largest land grant universities, as well as an urban-serving university, we share and seek to fulfill the goal of advancing the well being of the people of Ohio and the global community through the creation and dissemination of knowledge. Through our research, course work, and engagement with local communities, we make an active effort to lead the field, nationally and internationally, while working collaboratively with our local school and community partners. Department faculty share a commitment to scholarship, teaching, and service that emphasizes educational equity, diversity, and social justice; value collaborative, interdisciplinary scholarship; and embrace opportunities to lead, learn from, and partner with Ohio education professionals.

III. FACULTY

Faculty Rule 3335-5-19 <http://trustees.osu.edu/rules/university-rules/rules5.html> defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of the Department of Teaching and Learning include tenured and tenure-track faculty with compensated FTEs of at least 50% in the department and clinical faculty with compensated FTEs of at least 50% in the department. Associated faculty, emeritus faculty, and faculty joint appointees with FTEs below 50% in the Department of Teaching and Learning 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.

A voting faculty members is any person on a tenure-track or clinical appointment at The Ohio State University with an academic rank of Instructor, Assistant Professor, Associate Professor, or Professor; having at least a .50 FTE appointment in the Department of Teaching and Learning; or any person who holds tenure or a tenure-accruing position within the department and is on an administrative appointment within the university. Also included are persons with tenure-track or clinical appointments for at least .50FTE service in these ranks in the department at an OSU regional campus, and persons who meet these criteria but are away from campus on professional leave. Visiting and adjunct faculty may be elected by the voting faculty to teach and serve on graduate student committees based on programmatic needs and the qualifications of nominated individuals, and approval of the Graduate Studies Committee and the Graduate School when required.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in the Department of Teaching and Learning is provided in the Appointments, Promotion, and Tenure document.

IV. ACADEMIC RIGHTS AND RESPONSIBILITIES

Academic freedom and intellectual diversity have been hallmarks of the ethic of The Ohio State University since it opened its doors in 1873. 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. More information can be found online at:
<http://oaa.osu.edu/rightsandresponsibilities.html>

V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The administrative staff of the Department of Teaching and Learning forms a link between the Department and the many individuals and groups outside of the department that have some kind of relationship with or interest in the department and its activities. These include, but are not limited to, the College, the University, the local community, the state community, national and international groups, funding agencies, and potential students.

The Department of Teaching and Learning has four central office staff positions: Assistant Department Chair, Administrative Associate to the Department Chair, Human Resources Professional, and Fiscal Officer. The Department Chair monitors the effective functioning of these positions and may reconfigure staff assignments as needed.

A. Assistant Department Chair

The Assistant Department Chair manages and coordinates curriculum submissions on behalf of the faculty; oversees licensure documentation, including NCATE Review, TPA, and State Folios; supervises licensure-related Program Managers & Office of Academic Services staff; consults with the Chair on department scheduling and supervises department scheduler; serves as a non-voting member of the department Executive Committee; serves as a non-voting member of the department and college curriculum committees; and serves as the primary liaison to EHE Assistant Dean of Educator Preparation and the EHE Assistant Dean of Undergraduate Student Services.

B. Administrative Associate to the Department Chair

The Administrative Associate to the Department Chair provides office and administrative support for the chair and department. Primary focus is assisting the Chair in department initiatives, planning, and special projects. Additionally, provides academic support and customer service for all faculty, instructional staff, other department staff, and undergraduate and graduate students, Graduate Associates, other university personnel, visitors, and the general public. This person assists the Assistant Department Chair. The person in this position

also serves as back-up office support for the department.

C. Department Human Resources Professional

The department Human Resources Professional manages the human resource function for department in compliance with university and college guidelines; serves as lead human resource system user; initiates, processes, and approves positions and job data; reconciles payroll; manages annual performance review and salary process; review and advise with position classifications, performance management, corrective action, grievances, and reduction in force; prepares personnel reports; advises and assists Chair.

D. Department Fiscal Officer

The department's Fiscal Officer prepares/monitors all departmental and research grant budget expenditures and also monitors purchasing of supplies, services, equipment, and related items required for department operation.

VI. ORGANIZATION OF DEPARTMENTAL ADMINISTRATION AND DECISION-MAKING

A. Chairs

There shall be a chair of the department who shall be administrative head. The duties and appointment of the chair are defined in the Faculty Rules 3335-3-35 <http://trustees.osu.edu/rules/university-rules/rules3/ru3-35.html>. This rule, along with Faculty Rule 3335-6 <http://trustees.osu.edu/rules/university-rules/rules6.html>, also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure (the Appointments, Promotion and Tenure document; see <http://oaa.osu.edu/governance.html>).

The chair shall consult with the faculty on all important policy matters and such consultation will, whenever practicable, be undertaken at a meeting of the faculty as a whole. The chair will generally seek the advice of the department's Executive Committee and other relevant faculty committees before submitting important matters to a meeting for the faculty as a whole.

Other responsibilities of the chair, not specifically noted elsewhere in this Pattern of Administration, are as follows:

- 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 appointments, 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 <http://trustees.osu.edu/rules/university-rules/rules6.html> 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.
- 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 Patterns of Administration, 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 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.

i. Vice-Chair for Graduate Studies

The VCGS is appointed by the department chair and serves as the Graduate Studies Chair of the Department of Teaching and Learning. The VCGS is an administrative release position. The VCGS is responsible for oversight of the department's graduate programs in all their aspects: student recruiting, selection and retention of students; orientation and advising; advising the chair on graduate student appointments, curriculum, examinations, maintaining records, and the annual review of each student's academic progress and performance of teaching duties. The VCGS works with the Assistant Chair to schedule graduate and O&E courses and monitor enrollment.

This person also reviews graduate programs relative to departmental learning goals as required by the Graduate School of the Ohio State University and serves as the liaison to the EHE Associate Dean of Research and Graduate Studies. As Graduate Studies chair, the Vice-Chair for Graduate Studies also serves on the department's Executive Committee, the department Scholarship Committee, and serves as a voting member of the EHE Curriculum Committee. The VCGS is annually reviewed and may be renewed by the department chair.

ii. Vice-Chair for Undergraduate Studies

The VCUGS is appointed by the department chair and serves as the Undergraduate Studies Chair of the Department of Teaching and Learning. The VCUGS is an administrative release position. The VCUGS is responsible for oversight of the department's undergraduate programs in all their aspects: student recruiting, selection and retention of students; orientation and advising; curriculum; maintaining records, and Honors programming. The VCUGS works with the Assistant Chair to schedule undergraduate courses and monitor enrollment. This person also reviews undergraduate programs relative to departmental learning goals as required by the Ohio State University and serves as the liaison to the EHE Associate Dean of Academic Affairs regarding undergraduate curriculum. The VCUGS also serves on the department's Executive Committee, the department Scholarship Committee, and serves as a voting member of the EHE Curriculum Committee. The VCUGS is annually reviewed and may be renewed by the department chair.

iii. Areas of Study and Conveners

The Department of Teaching and Learning offers a Bachelor of Science in Education (B.S.Ed.), a Master of Arts (M.A.), a Master of Education (M.Ed.), Doctor of Philosophy (Ph.D.) and Education Specialist (Ed.S.) on the Columbus campus. The Mansfield, Marion, Newark, and Lima campuses offer the B.S.Ed. and M.A. Students have the opportunity to complete the initial year of their M.Ed. degree on our Mansfield, Marion, Newark, and Lima campuses before completing their degree in Columbus.

Across the Department of Teaching and Learning, there are 9 Areas of Study (AOS): (1) Adolescent, Post-Secondary, and Community Literacies; (2) Reading and Literacy in Early and Middle Childhood; (3) Language, Education, and Society; (4) Foreign and Second Language Education and TESOL; (5) Literature for Children and Young Adults; (6) Science Education; Technology/Engineering Education; (7) Mathematics Education); (8) Multicultural and Equity/Global Studies; and (9) Arts-Based and Active, Dramatic Pedagogies. The Areas of Study reflect the focal research areas of faculty and the study concentrations available to Ph.D. students on the Columbus campus, and also shape course offerings for Ed.S. and M.A. students.

B. Conveners

Each AOS identifies a Convener on an annual basis. Conveners are charged with regularly pulling together the faculty of each AOS; for coordinating AOS faculty oversight of the academic progress of graduate students and assignment of graduate academic advisors within the AOS; for maintaining records and assuring that annual reviews of student academic

progress occur; and for delivering AOS curricular plans to the Chair, Assistant Chair, and/or VCGS. AOS faculty must convene regular meetings at least 3 times per year to (1) conduct annual curriculum review of courses of study; (2) conduct student admissions; and (3) conduct annual reviews of graduate students. AOS conveners or their designees must meet once per semester with the Graduate Studies Committee to assure program quality and address any emerging concerns related to graduate education in the department.

C. Committees

The department has six standing committees: an Undergraduate Studies Committee, a Graduate Studies Committee, a Committee of the Eligible Faculty, an Executive Committee, a Scholarship Committee, and a Diversity and Equity Committee. Clinical faculty members may serve on all T&L committees except as restrained by any rules set forth by OAA. The chair is an ex officio member of all department committees and may vote as a member on all committees except the Committee of the Eligible Faculty. The department also has ad hoc committees such as the Teaching and Mentoring and other such committees as the chair deems helpful. All committees are advisory to the chair and to the department faculty, except with regard to routine administrative matters within their purview. A quorum for department standing and ad hoc committees shall consist of no less than one half of the voting members of the committee.

i. Undergraduate Studies Committee

The Undergraduate Studies Committee (UGSC) is responsible for all matters affecting undergraduate studies in the department. The committee establishes policy and curriculum by majority vote. The Vice-Chair of Graduate Studies is appointed by the chair and serves as chair of the GSC. Additional members are elected by the faculty and include five tenured or tenure-track faculty members, three from the Columbus campus and two Regional campus representatives. The VCGS shall also appoint one Undergraduate Student representative to the committee in consultation with the Department Chair. All elected members serve staggered, 2-year terms.

ii. Graduate Studies Committee

The Graduate Studies Committee (GSC) is responsible for all matters affecting graduate studies, as specified in the Graduate School Handbook and the Department Graduate Program Handbook. The committee establishes graduate policy and curriculum by majority vote. The Vice-Chair of Graduate Studies is appointed by the chair and serves as chair of the GSC. Additional members are elected by the faculty and include four tenured or tenure-track faculty members from the Columbus campus and one tenured or tenure-track Regional campus representative. The VCGS shall also appoint one Graduate Student representative to the committee, in consultation with the department chair. All elected members serve staggered, 2-year terms.

iii. Executive Committee

The Executive Committee serves as an advisory board for discussion of issues and concerns

raised by faculty, staff, and students. This committee facilitates department administration and business by suggesting agenda items for department meetings; notifying faculty, staff, and students in writing of the need for elected department offices; reviewing budgetary requests made by faculty, staff, and students; recommending actions to solve specific departmental problems; and advising the Chair on matters related to school functioning and decisions related to faculty and staff compensation, as requested. The Department Chair serves as the chair of the Executive Committee. The Executive Committee also includes the Vice-Chair for Graduate Studies and the Vice-Chair for Undergraduate Studies and the Assistant Chair of the Department (non-voting). Additional members are elected by the faculty and include three at-large tenured or tenure-track faculty members from the Columbus campus and one tenured or tenure-track Regional campus representative. All elected members serve staggered, 2-year terms.

iv. Promotion and Tenure Committee

The Promotion and Tenure Committee, in consultation with the Department Faculty, shall make recommendations to the Department Chair on personnel matters including, but not limited to, promotion, tenure and the annual review of untenured faculty and faculty grievances not related to salary (for additional details, see Appointments, Promotions and Tenure document, Section 6.51). The Chair of the Promotion and Tenure Committee will be selected from among the members and determined by a vote of the committee members. The Promotion and Tenure Committee shall consist of a minimum of seven tenured faculty members elected for staggered -year terms so that the majority of the committee members are of full professor rank. One of the members shall be a regional faculty member at the full or associate level. All elected members serve staggered, 3-year terms.

v. Scholarship Committee

The Scholarship Committee works to distribute the EHE recruitment of funds to incoming T&L students; award EHE and T&L dissertation awards; award named scholarship awards; and nominate incoming students for University Fellowships and Graduate Enrichment Fellowships. The committee will include the Vice-Chair of Graduate Studies, the Vice-Chair of Graduate Studies, one faculty representative from each Area of Study, and two representatives, as needed, from the Early Childhood and Middle Childhood licensure programs (Program Managers or Clinical Faculty). AOS representatives will be selected from within each AOS. The Chair of the Scholarship Committee will be selected from among the members and determined by a vote of the committee members. AOS representatives will serve staggered, 2-year terms.

vi. Diversity and Equity Committee

The Diversity and Equity Committee supports the retention and recruitment of underrepresented students and faculty within the Department of Teaching and Learning across all degree programs and licensure areas. The Committee works in conjunction and coordination with the Office of Academic Services, the Areas of Study, the Office of Faculty Affairs, and the Graduate and Undergraduate Studies Committees on student and faculty retention and/or recruitment efforts. The Committee also provides support for diversity-themed programs in the Department and the College through connections with EHE's Office of Diversity and Inclusion. The Committee will include 4 elected members serving staggered, 2-year terms. The Chair of the Diversity and Equity Committee will be selected from among the members and

determined by a vote of the committee members. The Committee will also include, at minimum, one staff representative from the College of Education and Human Ecology, 1 graduate student representative, and 1 undergraduate student representative, all to be appointed by the Chair of the Department, in consultation with the Committee.

VIII. FACULTY MEETINGS

The Chair shall schedule regular department faculty meetings at least once per semester during the academic year. If necessary, meetings may be called during May and summer terms. All voting members of the department must be notified via e-mail of the time and place of regular faculty meetings at least 10 days prior to the meeting. The Chair shall convene the first meeting of the academic year near the beginning of autumn semester. Special meetings of the faculty of the department shall take place upon the petition of no fewer than 25% of the tenure-track and clinical faculty members or upon the request of the Chair and Executive Committee. An agenda for each regular faculty meeting is established by the Chair, in consultation with the Executive Committee. All department faculty members may request that items be included on the agenda. A quorum for faculty meetings shall consist of no less than one-third of the tenure-track and clinical faculty members of department. Any votes taken at these meetings will be determined by a simple majority of the voting eligible faculty present. Votes on policy matters are usually completed by electronic or paper ballot by all members of the faculty with voting rights. 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 department's guidelines for faculty duties and responsibilities is based on the university's guidelines as suggested at <http://oaa.osu.edu/assets/files/documents/HBVol1.pdf> and consistent with the EHE college workload policy. See <http://ehe.osu.edu/downloads/college-policies/faculty-workload-policy.pdf>. The chair is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment. Variations in scholarly activity, formal classroom/distance education instruction, and service activity will be balanced accordingly to assure a reasonably equitable distribution of responsibilities among faculty.

While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the chair assigns teaching and in most cases departmental service. In making these assignments, the chair must balance the needs of the department with the preferences of the faculty member within the context of the department's guidelines on faculty duties and responsibilities described below, consistent with the University expectation regarding faculty

commitment: <http://oaa.osu.edu/assets/files/documents/conflictocommitment.pdf>. 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.

During on-duty semesters, faculty members are expected to be available for interaction with students, service assignments, and other responsibilities even if they have no formal course assignment that semester. Faculty members should not be away from campus for extended periods of time unless they are on an approved leave of absence. Faculty Rule 3335-5-08 requires that absence of any member of the teaching staff from ordinary service in the university, for any cause other than sickness, must be with the knowledge and approval of his or her chair or director and of the dean of the college, or, in the case of faculty assigned to a regional campus, the dean and director of that campus; and that absence by a faculty member from campus for ten or more continuous business days during a semester must be approved by the chair, dean, and provost. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Special Assignment (SA), a Faculty Professional Leave (FPL), or other approved reason.

A. Instructional Activity

i. Tenure Track Faculty

In the Department of Teaching and Learning the normal teaching loads for tenure track faculty members during the academic year is expected to be 4 courses or 12 contact hours under the semester system on the Columbus campus. Among the factors that the Chair may use in considering eligibility for a variation in teaching load are grants; and significant engagement in administrative service. A higher load may be appropriate when research or service activity do not meet departmental expectations. Tenure track faculty members are expected to advise graduate students from across degree program levels – M.Ed., M.A., Ed.S., and Ph.D. – and to participate in teaching at all levels, undergraduate and graduate. Curriculum development, writing of textbooks, development of on-line courses, and teaching materials and other pedagogical works are part of instructional activities. In some instances these activities belong to the category of scholarly activity as well.

ii. Clinical Track Faculty

In the Department of Teaching and Learning the normal range of teaching loads for clinical track faculty members during the academic year is expected to be up to 8 courses or 24 contact hours under the semester system on the Columbus campus. Clinical faculty member are also expected to engage in service, and are eligible to serve on all T&L committees except as restrained by any rules set forth by OAA. Clinical teaching duties may involve face-to-face or on-line instruction, as well as field-based supervision, and other clinical teaching endeavors. High quality teaching, including academic advising of licensure students, is the primary role of clinical faculty members in the Department of Teaching and Learning.

B. Research and Scholarly Activity

Each tenure track faculty member is expected to maintain an active program of research and scholarly activities and to make significant contributions in these areas. Research is the creation of new knowledge; research and teaching are interrelated. Scholarly activity includes publishing research in refereed journals and in conference proceedings, giving seminars, lectures, and workshops; interdisciplinary activity between different areas of study within Teaching and Learning and other fields such as the arts, sciences, and professions; participation in conferences and consultation with colleagues at other universities, institutes, and national research centers and collaborative research with students, postdoctoral fellows, visitors, and other researchers. It also includes such activities as writing research monographs, expository articles and popular articles on learning and teaching, and scholarly contributions to curriculum development.

C. Service Activity

The Department of Teaching and Learning depends on its tenure track and clinical faculty for administration of its various activities. It is expected that each member of the Department will conscientiously perform their share of the administrative responsibilities. All tenured faculty will serve on Departmental committees as needed. Clinical faculty member are also expected to engage in service, and are eligible to serve on all T&L committees except as restrained by any rules set forth by OAA. Advising of students is an important service as well as an instructional activity. Faculty, particularly senior faculty, are expected to serve on College or University committees as needed. Faculty members also perform professional service for the educational research community by serving on committees of professional societies, presenting invited talks, organizing conferences, refereeing articles, editing journals, etc.

D. Departures from Average

It is to the benefit of both the Department and the individual faculty member that the diversity of interests and talents among faculty members be recognized and accommodated. Therefore, the Chair, in consultation with the faculty member, may approve departures from the average. A faculty member who makes extraordinary contributions in one or more areas may be permitted to have compensatory below average activity in other areas. It is the Chair's responsibility to assure that duties and responsibilities are equitably distributed among the faculty.

The teaching load of faculty with paid release time or with exceptional service responsibilities will be adjusted commensurate with the amount of release time or the time commitment for the exceptional service.

E. Special Assignments

In alignment with the University policies (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>), a Special Assignment (SA) is normally one semester in length and is designed to provide a tenure-track faculty member time away from classroom teaching and some other responsibilities in order to concentrate effort on a particular project. SAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a semester in duration but more than a week or two provided classroom teaching is not disrupted.

Any faculty member is eligible who needs one semester or less of released time from other duties in order to concentrate on a scholarly endeavor or to invest in a brief professional development activity, such as a month-long workshop outside of central Ohio. SAs are awarded on a competitive basis within the department, and this determination is made by the Executive Committee and the Department Chair. Priority for SAs is given to untenured faculty members. SA determination is made on merit and the sufficiency of faculty on duty at all times to meet obligations to students and other constituencies, and to conduct regular business. In evaluating SA proposals, the Executive Committee and Chair must assure that the plan will both benefit the faculty member and advance the academic mission of the department and college. An SA may be completed on campus or away from campus.

Full salary is paid since the SA is normally of one- semester duration. Supplemental compensation from general funds during an SA is inappropriate. If a faculty member will be paid full salary by another institution during the period in question, an unpaid Leave of Absence (LOA) rather than an SA is required. Double compensation is illegal under Ohio law; thus faculty cannot be paid twice for the same work: once by the University and once by an external body.

The SA application should describe any non-Ohio State compensation that the faculty member will receive during the period of the SA. Columbus campus SAs require the approval of the TIU chair and the College Dean. Regional Campus SAs require the approval of the TIU chair and the Regional Campus Dean.

D Associated Faculty

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

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

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

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

X. COURSE OFFERINGS & TEACHING SCHEDULES

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the Assistant Chair, the Vice-Chairs for Graduate and Undergraduate Studies, 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 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 conflicting course times are to be avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17 <http://trustees.osu.edu/rules/university-rules/rules8.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. Faculty are expected to participate in all academic degree programs with involvements to include advising, and teaching responsibilities, as well as contributing in other ways as a member of faculty teams or committees overseeing and coordinating the experiences of students in these degree programs. Such involvements may entail differential contributions and rotations of responsibilities from one year to the next.

XI. ALLOCATION OF DEPARTMENTAL 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. The chair will discuss the department budget at least annually with the faculty and will attempt to achieve consensus regarding the use of funds across general categories. The chair will apprise the Executive Committee of the state of the budget each semester. However, final decisions on budgetary matters rest with the chair. The allocation of office space will include considerations of faculty teaching, advising, research, and service commitments. Department Graduate Associates (GTAs, GRAs, and GAAs) will share available office spaces.

The department, university, and college pursue merit-based compensation strategies to maximize the recruitment, performance, and retention of high-quality, world-class faculty and staff while adhering to the letter and spirit of applicable regulations. The achievement of excellence in teaching, research, and service with impact is the primary measure of success in the compensation strategy of the college. The concept of excellence includes attracting and retaining quality faculty and staff, investing in performance, and achieving an equitable environment while adjusting to market forces.

Travel funds and Faculty Spending Accounts (FSA) will be allocated according to their department availability. Faculty members should consult with the Department Fiscal Administrator before using personal funds to be reimbursed from their SFA and for clarification concerning Department and university procurement policies and procedures. All faculty members are encouraged to apply to the Executive Committee for funds needed outside of the

normal faculty allocations (e.g., for international travel, etc.).

XII. LEAVES AND ABSENCES

The university's policies with respect to leaves and absences are set forth in the Office of Academic Affairs <http://oaa.osu.edu/handbook/tc.html> and Office of Human Resources Policies and Procedures website <http://hr.osu.edu/policy/>The information provided below supplements these policies.

<http://ehe.osu.edu/downloads/teaching-and-learning/resources/tl-paid-leave-policy-and-procedures.pdf>

http://oaa.ohio-state.edu/handbook/ix_loa.html <http://oaa.osu.edu/handbook/ixloaentren.php>

A. Discretionary Absence

Faculty are expected to enter Business Travel/Leave into the eLeave system (eleave.osu.edu) well in advance of a planned absence (e.g. as for attendance at a professional meeting or to engage in consulting) to provide time for its consideration, approval, and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right, 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. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence for ten or more continuous business days.

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to enter sick leave into the eLeave system (eleave.osu.edu) 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. See OHR Policy 6.27 for details: <http://hr.osu.edu/policy/policy627.pdf>. For extended medical leaves please see OHR Policy 605 Family Medical Leave <http://hr.osu.edu/policy/policy605.pdf> and contact your department HR Professional

C. Unpaid Leave of Absence

A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and

the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the dean, Office of Academic Affairs, and Board of Trustees. See OHR Policy 645 for details: <http://hr.osu.edu/policy/policy645.pdf>

D. Faculty Professional Leave

<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>

A Faculty Professional Leave (FPL) constitutes a more formal departure from regular academic duties than a Special Assignment (SA) and may be two semesters in length. FPLs may involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering a FPL should fully acquaint themselves with these policies before applying for leave. Faculty members who desire an FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal to the Executive Committee articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be recommended by the executive committee and approved by the dean, the Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the first day of February of the preceding year except when the development of an unexpected opportunity precludes such timing. 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, the recommendation of the Executive Committee, as well as the department's ability to accommodate the leave at the time requested. The chair will announce FPLs once the Board of Trustees approves them.

The department's formal criteria and procedures for reviewing the merits of proposals submitted from tenured faculty for an FPL are as follows:

- A faculty member requesting a FPL must submit a proposal to the department's Executive Committee by the first Monday in February of the academic year before the leave is requested. The Executive Committee will review the proposal along with the faculty member's history of FPLs. In addition to the research or curricular proposal for the FPL, the faculty member should suggest how their course load could be covered and how their service commitments will be met. The Executive Committee will weigh the merits of each proposal and make their decision on the proposal as expediently as possible.
- Faculty Professional Leave proposals generally emphasize enhancement of research skills and knowledge. However, an FPL may be used for substantial investment in pedagogical or administrative skills and knowledge when these are judged to be mutually beneficial to the faculty member and his or her academic unit. In evaluating FPL proposals, the department places the greatest weight on the merits of the proposal in light of the professional development of the faculty member and the advancement of the academic mission of the department. Although there are many advantages to spending the FPL at another university, in industry, or at some other appropriate

institution, such an appointment is not essential if the plan for the leave is meritorious in its own right. The Office of Academic Affairs approves FPL proposals that are consistent with the technical requirements of the program and that have been approved by the TIU head and college dean or regional campus dean. Once approved by OAA, leaves are recommended to the Board of Trustees for final approval. OAA notifies the college dean or regional campus dean when Board approval has been granted. Regional campus proposals are reviewed and approved first by the regional campus dean and then forwarded to the TIU head for approval. The proposal is then returned by the TIU to the regional campus, which is responsible for submitting the leave application to the Office of Academic Affairs. The college office in which the TIU is located is notified, but is not directly involved in the approval process.

XIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

The University's policy with respect to supplemental compensation and external consulting is set forth in the Office of Academic Affairs Policies and Procedures Handbook:
<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf> and
<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>.

The department adheres to the University 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 and/or external consulting must be approved by the department chair regardless of the source of compensation. 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 external consulting and may not exceed 20% of their base salary per fiscal year in supplemental compensation.

XIV. FINANCIAL CONFLICTS OF INTEREST

The University's policy with respect to financial conflicts of interest for faculty and staff is set forth in the Office of Academic Affairs Policies and Procedures Handbook:
<http://oaa.osu.edu/assets/files/documents/financialconflictsofinterest.pdf>.
<http://hr.osu.edu/policy/policy130.pdf>

A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any University duty of responsibility, including designing, conducting or reporting research. 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 department with grievances should discuss them with the chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content that follows describes procedures for the review of specific types of complaints and grievances.

A. Salary Grievances

A faculty member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty 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: <http://oaa.osu.edu/assets/files/documents/HBTOC.pdf>

A staff member who is not satisfied with his or her salary should discuss the matter with the Department HR Professional and should provide documentation to support the complaint. The information will be reviewed and discussed with the chair. If the staff member is not satisfied with the outcome of the decision by the Chair and wish to pursue the matter should contact Consulting Services <http://hr.osu.edu/elr/> in the Office of Human Resources.

B. Faculty Misconduct

Faculty misconduct/incompetence: 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.html>.

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 33335-5-05 <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 CHR Policy 1.15 <http://hr.osu.edu/policy/policy115.pdf>.

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 the students require confidentiality or

not. If confidentiality is not required, the chair will investigate the matter fully and as 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 <http://oaa.osu.edu/coam.html>

The Code of Student Conduct is Faculty Rule 3335-23
<http://trustees.osu.edu/rules/code-of-student-conduct/3335-23-04.html>