



THE OHIO STATE UNIVERSITY

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College of Education and Human Ecology  
**Department of Teaching and Learning**

**PATTERN OF ADMINISTRATION**

**2017**  
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Christian J. Faltis, Chair

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## I. INTRODUCTION

Each department is required to have a pattern of administration (POA). 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 the College of Education and Human Ecology (EHE) 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 EHE and the University at large.

This document is a pattern of administration for the Department of Teaching and Learning (T&L). It describes the decision-making authority of the Department Chairs along with pertinent policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the University and the College of Education and Human Ecology 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 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.

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. 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 share knowledge about effective practices for learning and teaching processes affecting people in diverse schools and environments (especially urban), families, and communities through world-class research, innovative teaching, and responsive service that addresses pressing educational problems both locally and globally. We are especially concerned about preparing researchers, educators, and teachers who understand and enact social justice for under-represented groups, for emergent bilingual students, and for children and youth of immigrants and refugees. Accordingly, a major focus of the Department of Teaching and Learning is the preparation of students:

- To become leaders in the field, helping to critique, rethink, and re-conceptualize knowledge and pedagogy for academic content, critical inquiry and reflection, and learning processes.
- To be well prepared in theory, evidence-based, and research-based practices in pedagogy.
- To develop the knowledge, pedagogical abilities, and dispositions within a strong social justice framework to effectively teach diverse, urban learners in ways that are culturally relevant and sustaining.

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, coursework, 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, inclusion, and social justice; values collaborative, interdisciplinary scholarship; and embraces opportunities to lead, learn from, and partner with Ohio education professionals. We believe in addressing the needs of the whole child by understanding the settings beyond the classroom which can directly inform educator preparation, enhance community engagement, and improve pedagogical practices.

### **III. FACULTY**

Faculty Rule 3335-5-19 (<https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.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. Clinical faculty may vote in all matters of department governance except tenure-track appointment, promotion, and tenure decisions. 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 member is any person on a tenure-track or non-tenure clinical appointment with an academic rank of Instructor, Assistant Professor, Associate Professor, Professor; Clinical Assistant Professor, Clinical Associate Professor or Clinical Professor who has 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 50 % FTE 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 associated 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: <https://oaa.osu.edu/rightsandresponsibilities.html>. It is expected that all faculty, staff, and students will work in ways that promote a positive, respectful, collaborative and collegial climate.

### **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 relationships include, but are not limited to, the College, the

University, the local community, the state community, national and international groups, funding agencies, potential students and alumni.

The Department of Teaching and Learning has three central office staff positions: Administrative Assistant 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. Administrative Assistant to the Department Chair**

The Administrative Assistant to the Department Chair provides office and administrative support for the Department Chair and the Department. The primary focus of the person in this position is assisting the Department Chair in Department initiatives, planning, and special projects. Additionally, this person provides academic support and customer service to faculty, staff, undergraduate and graduate students, graduate associates, University personnel, visitors, and the general public. The person in this position is responsible for maintaining and issuing all Department keys, and serves as the equipment coordinator. The Administrative Assistant, in consultation with the Department Chair, makes all room assignments for faculty, staff, graduate associates, and visiting scholars (including Post-Doctoral Scholars). The Administrative Assistant also serves as back-up office support for the Department.

**B. Department Human Resources Professional**

The Department Human Resources Professional advises and assists the Department Chair. The person in this position manages the human resource function for the Department in compliance with University and College guidelines; provides strategic HR analysis, consulting and operational support for the Department; serves as lead human resource information system user; processes and approves positions and job data changes submitted by staff and faculty via the HR Action Request process ([hraction.osu.edu](https://hraction.osu.edu)); manages Annual Performance Review and the Annual Merit Compensation Process; reviews and advises with position classifications, performance management, corrective action, grievances, and reduction in force; and prepares personnel reports. The Department Human Resources Professional reports directly to the EHE Director of Human Resources with a dotted line to the Department Chair.

**C. Department Fiscal Officer**

The Department's Fiscal Officer advises and assists the Department Chair with fiscal planning and expenditure. The person in this position prepares/monitors all departmental and research grant budget expenditures; monitors the purchasing of supplies, services, equipment, and related items required for Department operation; monitors personnel expense in coordination with Department Human Resources Professional; aligns department fiscal initiatives with the mission and values of the University and College. The Fiscal Officer reports directly to the Department Chair with a dotted line to the EHE Director of Finance and Business Services.

**VI. ORGANIZATION OF DEPARTMENTAL ADMINISTRATION AND DECISION-MAKING**

**A. Department Chair**

There shall be a chair of the Department who shall be administrative head. The duties and appointment of the Department Chair are defined in Faculty Rule 3335-3-35 (<https://trustees.osu.edu/assets/files/RuleBook/UniversityFacultyRules.pdf>). This rule, along with Faculty Rule 3335-6 (<https://trustees.osu.edu/assets/files/RuleBook/UniversityFacultyRules.pdf>), also requires the Department Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure (Appointments, Promotion and Tenure document); see <https://oaa.osu.edu/governance.html>.

The Department 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 Department Chair will generally seek the advice of T&L's Advisory Committee and other relevant faculty committees before submitting matters to the meeting for the faculty as a whole.

Other responsibilities of the Department 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, evaluation, and supervision of faculty and staff. It includes all general, agency-funded, contract, gift, endowment or other funding streams.
- 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 review and 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 (<https://trustees.osu.edu/assets/files/RuleBook/UniversityFacultyRules.pdf>) and the 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 mentoring, supervision and training are given to those members of the faculty and staff who may profit by such assistance, with special attention to junior faculty.
- Day-to-day responsibility for specific matters may be delegated to others, but the Department Chair retains final responsibility and authority for all matters covered by this Pattern of Administration, subject when relevant to the approval of the College Dean, Office of Academic Affairs, and Board of Trustees.
- Operational efficiency requires that the Department 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 Department Chair will consult as practicable, with the faculty on educational academic policy.
- When a departure from faculty advice or election results are judged to be necessary, the Department Chair will explain to the faculty the reasons for the departure, ideally before action is taken.

## B. Associate Department Chair

The Associate Department Chair manages and coordinates curriculum submissions on behalf of the faculty; oversees licensure documentation, including the Council for the Accreditation of Educator Preparation (CAEP) review, Education Teacher Performance Assessment (EdTPA) and State Folios; works closely with the T&L Director of Teacher Education for licensure programs; supervises the T&L Academic Services staff; oversees the graduate associateship process and course scheduling; serves as a voting member of the T&L Advisory Committee; serves as a non-voting member of the Department and College

curriculum committees; and serves as the primary liaison to the EHE Office of Educator Preparation and the EHE Associate Dean of Academic Affairs.

## C. Conveners

Each Area of Study (AOS) identifies a Convener on an annual basis. Being a Convener is considered an essential service to the Department. Conveners are charged with regularly pulling together the faculty in 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 Department Chair, Associate Department Chair, and the Vice-Chair of Graduate Studies. AOS faculty must convene regular meetings at least three 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.

### i. Areas of Study and Conveners

The Department of Teaching and Learning offers a Bachelor of Science in Education (B.S.Ed.), Master of Arts (M.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 currently 8 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, Second, and Multilingual Education; (5) Literature for Children and Young Adults; (6) Science, Technology/Engineering and Mathematics Education; (7) Multicultural and Equity Studies in Education; (8) Drama and Arts-Based Research in Teaching and Learning. 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. All Areas of Study must have a Convener. All tenure-line faculty must belong to at least one, but no more than two core Areas of Study, and perform the duties and service required by the AOS in support of graduate education and curriculum development. Affiliation with up to two Areas of Study is possible; additional affiliations must be approved by the Department Chair. These Areas of Study are subject to change, with a recommendation by the Advisory Committee and approval of the Department Chair.

## D. Committees

The Department has six standing committees: Undergraduate Studies Committee, Graduate Studies Committee, T&L Advisory Committee, Promotion and Tenure Committee, Scholarship Committee, and the Diversity and Equity Committee. . The Department Chair is an ex-officio member of all Department committees and may vote as a member on all committees, except promotion and tenure actions. The Department also has ad-hoc committees such as the Teaching and Mentoring Committees and other such committees as the Department Chair deems helpful. All committees are advisory to the Department 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 curricular matters affecting undergraduate studies in the Department. The Committee establishes policy and curriculum by majority vote. The Vice-Chair of Undergraduate Studies is appointed by the Department Chair and serves as chair of the Undergraduate Studies Committee. 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 Vice-Chair of Undergraduate Studies shall also appoint one Undergraduate Student Representative to the Committee in consultation with the Department Chair. All elected members serve staggered two-year terms.

**ii. Graduate Studies Committee**

The Graduate Studies Committee (GSC) is responsible for curricular 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 Department Chair and serves as the chair of the Graduate Studies Committee. Additional members are elected by the faculty and include four tenured or tenure-track members from the Columbus campus and one tenured or tenure-track regional campus representative. The Vice-Chair of Graduate Studies shall also appoint one Graduate Student Representative to the Committee, in consultation with the Department Chair. All elected members serve staggered, two-year terms.

The Vice-Chair of Graduate Studies is responsible for oversight of the Department's graduate programs in all their aspects: student recruiting; orientation and advising; advising the Department Associate 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 Vice-Chair of Graduate Studies works with the Associate Chair to schedule graduate and Outreach & Engagement courses and monitor enrollment.

**iii. T&L Advisory Committee**

The T&L Advisory Committee serves as an advisory board for discussion of issues and concerns raised by faculty, staff, and students and topics that the Department Chair brings for discussion. 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 Department Chair on matters related to Department functioning and decisions related to faculty and staff compensation, as requested. The Department Chair serves as the chair of the T&L Advisory Committee. The T&L Advisory Committee also includes the Vice-Chair of Graduate Studies, Vice-Chair of Undergraduate Studies and the Associate Department Chair. 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, two-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 annual review of untenured faculty and faculty grievances not related to salary (for additional details, see Appointments, Promotion and Tenure document, Section 6.51). The Chair of the Promotion and Tenure Committee is 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 professor rank. One of the members shall be a regional faculty member at the professor or associate professor level. All elected members serve staggered, three-year terms.

**v. Scholarship Committee**

The Scholarship Committee works in collaboration with the EHE Office of Advancement 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 Undergraduate 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, two-year terms.

**vi. Diversity and Equity Committee**

The Diversity and Equity Committee supports the 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 T&L Academic Services, the Areas of Study, the Office of Faculty Affairs, and the Graduate and Undergraduate Studies Committees on student and faculty 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, Inclusion and Community Engagement. The Committee will include four elected members serving staggered, two-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, one graduate student representative, and one undergraduate student representative, all to be appointed by the Department Chair, in consultation with the Committee.

**VII. FACULTY MEETINGS**

The Department Chair shall schedule regular Department faculty meetings at least once per semester during the academic year. If necessary, meetings may be called during the summer term. All voting members of the Department must be notified via email of the time and place of the regular faculty meetings at least 10 days prior to the meeting. The Department 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 non-tenure clinical faculty members or upon the request of the Department Chair and the T&L Advisory Committee. An agenda for each regular faculty meeting is established by the Department Chair, in consultation with the T&L Advisory 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 the Department. Minutes are taken at each faculty meeting by an Administrative Assistant and then distributed electronically by the Administrative Assistant. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes. Votes on policy matters are usually completed by electronic or paper ballot by all members of the faculty with voting rights. 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.

Special policies pertain to voting on personnel matters, and these are set forth in the Department's Appointments, Promotion and Tenure Document.

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.

## **VIII. DISTRIBUTION OF FACULTY DUTIES AND RESPONSIBILITIES**

The Department's guidelines for faculty duties and responsibilities are based on the University's guidelines as suggested at <https://oaa.osu.edu/assets/files/documents/facultyappointments.pdf> and consistent with the College workload policy (<http://portal.ehe.osu.edu/faculty-affairs/documents-and-policies>). The Department 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 Department Chair assigns teaching and in most cases Departmental service. In making these assignments, the Department 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/conflictofcommitment.pdf>. A full-time faculty member's primary professional commitment is to The 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 Department 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 approved leave of absence. Faculty Rule 3335-5-08 (<https://trustees.osu.edu>) 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 Department 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 Department 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.

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 member may warrant temporary deviations from these guidelines.

### **A. Instructional Activity**

#### **i. Tenure-Track Faculty**

In the Department of Teaching and Learning the normal teaching load 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 Department Chair may use in considering eligibility for a variation in teaching loads 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 both undergraduate and graduate levels. Curriculum development, writing of textbooks, development of online courses, and teaching materials and other pedagogical works are part of the instructional activities. In some instances, these activities belong to the category of scholarly activity as well.

**ii. Non-Tenure-Track Faculty**

Non-tenure-track faculty include Clinical Faculty and Associated Faculty. (These positions are described in more detail in 3335-5-19 [<https://trustees.osu.edu>] of the University Faculty Rules). In the Department of Teaching and Learning the normal range of teaching loads for Clinical 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 members 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 online 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.

**iii. 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 with <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.

**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, edited books, 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. Scholarly activity may also include 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 his or her share of the administrative responsibilities. All tenured faculty serve on Departmental committees including acting as AOS Convener, as needed. Clinical faculty members 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 members, particularly senior faculty members, 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, and mentoring new and junior faculty members.

#### **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 Department 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 Department 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 T&L Advisory Committee and the Department Chair. Priority for SAs are 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 T&L Advisory Committee and Department 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.

#### **F. Parental Modification of Duties**

The Department of Teaching and Learning strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of

Education and Human Ecology's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the [college pattern of administration](#) for details.

The faculty member requesting the modification of duties for childbirth/adoption and the 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.

## **IX. COURSE OFFERINGS AND TEACHING SCHEDULES**

The Department Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the Associate Department 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 <https://trustees.osu.edu/rules/university-rules/chapter-3335-8-instruction.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.

## **X. ALLOCATION OF DEPARTMENTAL RESOURCES**

The Department 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 Department 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 Department Chair will apprise the T&L Advisory Committee of the state of the budget each semester. However, final decisions on budgetary matters rest with the Department Chair. The allocation of office space will include consideration 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 availability. Faculty members should consult with the Department Fiscal Officer 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 for funds needed outside of the normal faculty allocations (e.g., for international travel, etc.).

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

## **XI. LEAVES AND ABSENCES**

The University's policies with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook <https://oaa.osu.edu/policiesprocedureshandbook.html> and Office of Human Resources Policies and Forms website <https://hr.osu.edu/policies-forms>. The information provided below supplements these policies.

### **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 Department 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 Department 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: <https://hr.osu.edu/public/documents/policy/policy627.pdf>. For extended medical leaves please see OHR Policy 6.05 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 College Dean, Office of Academic Affairs, and Board of Trustees. See OHR Policy 6.45 for details: <http://hr.osu.edu/policy/policy645.pdf>.

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

<https://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. 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 T&L Advisory Committee articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be recommended by the T&L Advisory Committee and approved by the College 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 Department Chair's recommendation to the College 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 T&L Advisory Committee, as well as the Department's ability to accommodate the leave at the time requested. The Department 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 T&L Advisory Committee by the first Monday in February of the academic year before the leave is requested. The T&L Advisory 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 T&L Advisory 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.

## **XII. 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>
- <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.

### **XIII. 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 Research Compliance Regulations and Policies website: <http://orc.osu.edu/files/Policy-on-Faculty-Financial-Conflict-of-Interest.pdf>.

Financial Conflict of Interest Policy for Faculty: <https://oaa.osu.edu/assets/files/documents/FinConfInt.pdf>

Office of Human Resources Conflict of Interest: <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 and staff 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 and staff 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.

### **XIV. GRIEVANCE PROCEDURES**

Members of the Department with grievances should discuss them with the Department 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 set should discuss the matter with the Department 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 Department Chair and wish to pursue the matter may be eligible to file a more formal salary appeal:

<https://oaa.osu.edu/assets/files/policies-procedures-handbook/full-handbook.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 concern. The information will be reviewed and discussed with the Department Chair. If the staff member is not satisfied with the outcome of the decision by the Department 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. <https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>.

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

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5 -05 <https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>.

#### **D. Sexual Misconduct**

The University's policy and procedures related to sexual misconduct are set forth in CHR Policy 1.15  
<http://hr.osu.edu/policy/policy115.pdf>.

#### **E. Student Concerns**

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

Faculty concerns regarding students must always be handled strictly in accordance with University rules and policies. Faculty should seek the advice and assistance of the Department 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 <https://trustees.osu.edu/rules/code-of-student-conduct/>.