

PATTERN OF ADMINISTRATION  
OF THE COLLEGE OF ARTS AND SCIENCES

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## **PATTERN OF ADMINISTRATION OF THE COLLEGE OF ARTS AND SCIENCES**

### **I. Introduction**

This document provides a description of the College of Arts and Sciences (ASC) and its policies and procedures. It supplements the Rules of the University Faculty as well as other policies and procedures of the university to which the College and its faculty are subject. The university's rules, policies, and procedures, and changes to them, take precedence over statements in this document.

### **II. College of Arts and Sciences Mission**

The arts and sciences form the academic core of The Ohio State University and are the university's primary laboratory for inquiry into human expression, social and cultural systems, and physical, biological, and cognitive processes. Study in the arts and sciences provides the basis for quantitative as well as creative thought; computational, technological, and communicative skills; historical consciousness and ethical perspective; literary understanding and artistic appreciation; international literacy and curiosity; and regard for values unlike one's own. As complex issues confront the world, it is to the arts and sciences that Ohio State – and communities beyond – look for the skills, knowledge, and imagination to understand and create solutions to these challenges.

The mission of the College of Arts and Sciences is to achieve excellence in research and other creative endeavors, teaching, and service. Excellence in research and scholarship can be measured by attainment of national and international recognition, as evidenced by publications, citations, external funding, presentations, performances, creation of original art, awards, and honors. Excellence in teaching can be measured by the attainment of local, national, and international recognition, as evidenced by pedagogical publications, awards, honors, and critical student outcomes. Excellence in service involves making available a high level of professional expertise, engagement, and experience to the public, including the university, the Columbus community, the State of Ohio, and the nation, as well as to scholarly professional organizations.

### **III. Academic Rights and Responsibilities**

The university's statement on academic rights, responsibilities, and processes for addressing concerns can be found on the Office of Academic Affairs website at <http://oaa.osu.edu/rightsandresponsibilities.html>. The College of Arts and Sciences fully endorses the principles detailed in this statement.

By the first class session of every course, the instructor must provide students with a course syllabus (either electronically or in printed form) specifying course assignments, expectations, due dates, grading criteria, and any other information necessary for the successful completion of the course. A sample syllabus template is included in the Arts and Sciences Curriculum and Assessment Operations Manual ([https://ascas.osu.edu/sites/asccas.osu.edu/files/ASC\\_CurrAssess\\_Operations\\_Manual.pdf](https://ascas.osu.edu/sites/asccas.osu.edu/files/ASC_CurrAssess_Operations_Manual.pdf)). Instructors directing independent studies courses must also provide students by the first day of class with a clear and thorough written statement (either electronically or in printed form) of course expectations and requirements for the successful completion of the course.

## IV. Faculty

Members of the ASC faculty are organized into departments, schools, and other units as defined in section 3335-3-34 of the Rules of the University Faculty. In accordance with Faculty Rule 3335-5-19, types of faculty appointments in the College include tenure-track faculty, research faculty, clinical faculty, and associated faculty, which can include visiting faculty, lecturers, and adjunct faculty.

### A. The Divisions of the College of Arts and Sciences

For administrative purposes, the members of the ASC faculty are further organized into three divisions into which the three schools and 35 departments of the College are distributed. The three ASC divisions are Arts and Humanities (A&H), Natural and Mathematical Sciences (NMS), and Social and Behavioral Sciences (SBS). The schools and departments that make up the College of Arts and Sciences include:

#### Division of Arts and Humanities

- Department of African American and African Studies
- Department of Art
- Department of Arts Administration, Education and Policy
- Department of Classics
- Department of Comparative Studies
- Department of Dance
- Department of Design
- Department of East Asian Languages and Literatures
- Department of English
- Department of French and Italian
- Department of Germanic Languages and Literatures
- Department of History
- Department of History of Art
- Department of Linguistics
- School of Music
- Department of Near Eastern Languages and Cultures
- Department of Philosophy
- Department of Slavic and East European Languages and Cultures
- Department of Spanish and Portuguese
- Department of Theatre
- Department of Women's, Gender and Sexuality Studies

#### Division of Natural and Mathematical Sciences

- Department of Astronomy
- Department of Chemistry and Biochemistry
- School of Earth Sciences
- Department of Evolution, Ecology, and Organismal Biology
- Department of Mathematics
- Department of Microbiology
- Department of Molecular Genetics
- Department of Physics
- Department of Statistics

#### Division of Social and Behavioral Sciences

- Department of Anthropology
- School of Communication
- Department of Economics

Department of Geography  
Department of Political Science  
Department of Psychology  
Department of Sociology  
Department of Speech and Hearing Science

Tenure-Track Faculty holding salaried appointments in a department or school of the College are eligible to vote in College matters.

Research Faculty in a department or school of the College are not eligible to vote in College matters. Research Faculty appointments are fixed-term contract appointments that do not entail tenure. Research Faculty are researchers and shall be engaged in externally funded research related to the mission and goals of the academic unit. Research Faculty titles parallel those of the Tenure-Track Faculty, i.e., research assistant professor, research associate professor, and research professor.

Clinical Faculty in a department or school of the College are not eligible to vote in College matters. Clinical Faculty are fixed-term contract appointments that do not entail tenure. The initial term is typically for three years and no more than five. Clinical Faculty are practitioners and shall be engaged in teaching of practitioner-oriented courses and service to the unit. Clinical Faculty titles parallel those of the Tenure-Track Faculty, i.e., assistant professor of clinical XXX, associate professor of clinical XXX, and professor of clinical XXX. Three units in the College are currently approved to have clinical faculty: the School of Communication, the Department of Psychology, and the Department of Speech and Hearing Science.

Associated faculty in a department or school of the College are not eligible to vote in College matters. Courtesy faculty whose primary appointment unit is outside of the College are also not eligible to vote in College matters. The awarding of a courtesy appointment should be contingent upon the performance of significant ongoing non-compensated or compensated service to the department or school.

## **B. Distinguished Professor**

The Arts and Sciences Distinguished Professorship is an honorific title, not a new faculty rank. This award serves to honor full professor colleagues who have excelled in teaching, service, and research/creative activity, and whose work has demonstrated significant impact on their fields, students, college and university, and/or the public. It is essential that such professorships be reserved for the most distinguished faculty. Therefore, no more than 10% of the total number of full professors in the College of Arts and Sciences may hold this title at any one time.

To be eligible, full professors must not already hold a titled position, such as Eminent Scholar, Distinguished University Professor, or an endowed chair or professorship, and will have generally served at full rank for at least five years at Ohio State or another peer university. Eligible professors must be active and respected scholars in their field of specialization, with records of sustained and significant productivity throughout their careers, including the years at full rank. They also must have a record of excellence in teaching and outstanding service to their departments, college, university, profession, and/or the community. In evaluating and prioritizing these areas, reviewers will keep in mind the diversity of faculty activities across the college as well as the trajectory of individual faculty members' careers and the areas in which they have focused their efforts. Within the context of this holistic review process, evidence of distinction could include, but is not limited to, the following:

- elected position in a prominent professional association or national academy

- significant external or college/university awards for teaching and mentorship, research and creative activity, and/or outreach and service
- leadership in establishing a nationally recognized program or initiative
- significant contributions to supporting and increasing diversity and inclusion within the university and/or within a particular field of study
- a major prize from a professional organization
- editorship of a major professional journal or book series

Nominations for a College of Arts and Sciences Distinguished Professorship come from department chairs, the divisional deans, or the Executive Dean, and will consist of a CV and letter of nomination describing the candidate's qualifications and providing examples of the impact of the candidate's efforts in all areas of their faculty duties. Additional external and internal letters may also be used as supporting evidence. An ad hoc committee of six current Distinguished College Professors from all divisions (supplemented if needed by Eminent Scholars or faculty with endowed chair positions) and convened by the associate dean for faculty affairs will carry out an initial review. This committee will generally meet once annually to consider internal nominations. The faculty review panel will forward its recommendation to the ASC Deans' Council, which will review the nomination and make a vote on awarding the honorific. In individual cases involving a time-sensitive counter offer or recruitment from another institution, the relevant divisional dean will send the information electronically to a smaller ad hoc committee of three distinguished professors (college, university, Eminent scholars, endowed chairs or professors) from within the division. In such cases, the Deans' Council will make every effort to receive input from all members but may move to a decision earlier if swift action is required.

Newly appointed distinguished professors from within the college will receive a one-time permanent \$2,500 addition to their base pay. All distinguished professors will hold the honorific title "College of Arts and Sciences Distinguished Professor of [area of specialization]." Subject to continued excellent performance as documented in annual reviews, faculty will retain this title until such time as they leave or retire from the university; are appointed as a distinguished university professor; or are appointed to an endowed chair or professorship.

## V. Organization of ASC Services and Staff

The College of Arts and Sciences includes several central service offices that support and promote the educational and research activities of the College's students and faculty members. The various service offices are headed by executive staff members that report to the Executive Dean of the College or the Executive Dean's designee. The ASC support offices include: Administrative Services (including Finance, Human Resources, and the ASC Business Services Center), Advising and Academic Services (including Career Services and the ASC Honors Program), Communications Services, Development and Alumni Services, Strategic Recruitment and Diversity Services, STEM Education Initiatives, Student Programs, and Technology Services.

## VI. ASC Administration, Decision Making, and Advisory Structure

The College of Arts and Sciences is led by the Executive Dean of Arts and Sciences, who ultimately has final responsibility and authority for all college matters described in this Pattern of Administration. Three divisional deans work closely with the Executive Dean in the administration of the College. Several associate deans, assistant deans, and executive staff members are also involved in administration and

decision making in the College. Chairs and directors who are appointed by the Executive Dean in consultation with the divisional deans lead departments and programs in the College of Arts and Sciences. In addition, elected and appointed committees of faculty, staff, and students provide advisory input to the College administration on many decisions, policies, and procedures.

## A. ASC Central Administration

The central administration of the ASC is led by the Executive Dean of Arts and Sciences, who is appointed by the Provost to a term of five years. The Executive Dean serves on the President's Council, the Council of Deans, the University Senate, and the University Senate Fiscal Committee. The authority and responsibilities for the Executive Dean, as detailed in University Rule 3335-3-29, are to provide active leadership in the promotion, direction, and support of educational and research activities of the university; to maintain a high level of morale among the faculty, and encourage a spirit of learning among the students; and have general administrative responsibility for the programs, decision making, and administration of the College of Arts and Sciences.

In accordance with University Rule 3335-3-28, for administrative purposes the College of Arts and Sciences is organized into the division of Arts and Humanities (A&H), the division of Natural and Mathematical Sciences (NMS), and the division of Social and Behavioral Sciences (SBS), each led by a divisional dean who is appointed by the Executive Dean of the College in consultation with the faculty. The divisional deans are members of the University Senate.

The Executive Dean will appoint such associate executive deans or assistant executive deans and such administrative officials as are needed to promote a coherent, collaborative, efficient, and financially sound administrative core for arts and sciences programs.

The Executive Dean will appoint an assistant executive dean to oversee the maintenance of ASC records and to serve as Secretary of the ASC, as described in University Rule 3335-3-33, including keeping the minutes of all Arts and Sciences faculty meetings. As ASC Secretary, the assistant executive dean may enlist support in record maintenance from another administrative officer to ensure an effective maintenance system.

The Executive Dean will also appoint a Parliamentarian for a term of no less than one year to serve as advisor on questions of procedure at meetings of the ASC faculty. When the Secretary or the Parliamentarian is absent, the Executive Dean may appoint an acting Secretary or Parliamentarian.

The divisional deans will appoint and evaluate such associate deans or assistant deans and such administrative officials as are needed to effectively manage the administration of their divisions in a manner that facilitates research, teaching, and service that goes on at the level of the departments, schools, and programs within their divisions. The divisional deans provide input into the decision making within the central administration of the College. In addition, the divisional deans are responsible for making recommendations to the Executive Dean concerning the appointment and reappointment of chairs and directors to lead the units within their respective divisions and are also responsible for performance evaluations of chairs and directors.

**1. ASC Chair/Director Selections and Review.** During the last year of the term of a department chair or program director, the divisional dean will conduct a thorough review of the performance of the chair during her or his term, ascertain whether or not the chair or director desires to serve another term, and assess the level of support in the department for the chair or director continuing for another term. Taking into consideration feedback from the department and assuming the chair or director agrees to serve another term and that the performance review is satisfactory, the Executive Dean, in consultation with the divisional dean will appoint the chair or director for another term.

If it has been determined that a new chair or director is to be selected, a chair/director selection process will be launched. The decision to hire an internal or external chair will be made by the Executive Dean and the divisional dean after input from the department is considered. To launch the selection process, the divisional dean will meet with the faculty of the department or program to discuss the selection of a new chair or director. After that meeting, the divisional dean, in consultation with the department, will form a Chair/Director Search Committee. The committee will include at least one member from a unit outside the department or program that is searching for a chair or director. The divisional dean will select one of the members of the committee to serve as the chair of the committee. Working with the search committee and following any additional procedures detailed in its POA, the unit will identify candidates for the chair or director position. It is expected that faculty, students and staff will be involved in the chair selection process. For external searches for a chair or director, normal faculty search procedures will be followed with the Chair/Director Search Committee serving as the search committee. After the selection procedure has been conducted, the Chair/Director Search Committee will provide a recommendation to the College concerning the appointment of the chair/director. Specifically, the College expects to receive a list of potential chair/directors candidates, an evaluation of the candidates by the selection committee, and a sense of the degree of overall support by the department or program for each candidate. The list of candidates may be ranked or unranked. The Executive Dean, in consultation with the divisional dean, will appoint a chair, taking into consideration the recommendations made by the selection committee and input received from the department or program.

Each divisional dean will define an annual evaluation process for the chairs and directors in her or his respective division.

The ASC organizational chart is available at: <https://artsandsciences.osu.edu/about/college/contacts>.

## B. Standing Committees

The Executive Dean and the administration of ASC receive advisory input from seven standing committees and the Arts and Sciences Faculty Senate. The seven standing committees include: (1) ASC Deans Council, (2) ASC Faculty Advisory Council, (3) ASC Staff Advisory Council, (4) ASC Dean's Student Advisory Board, (5) ASC Salary Appeals Committee, (6) ASC Investigations Committee, and (7) the ASC Promotion and Tenure Committee(s) (comprised of three divisional Promotion and Tenure review panels).

To be eligible for standing committee membership, faculty members must be tenure-track faculty as defined in University Rule 3335-5-19; staff must be full- or part-time regular staff on the Columbus or regional campuses; students must be full- or part-time regular students in good academic standing on either the Columbus or regional campuses. Committee service normally begins on the first day of the fall semester.

**1. ASC Deans Council.** This council is composed of the Executive Dean, who serves as chair, the three divisional deans of the College, and the ASC chief administrative officer. Nonmembers may be invited to attend meetings of the council to provide input. This council discusses administrative and policy matters and engages in planning, coordinating, enhancing, and implementing the operations of the College and its constituent units. The Deans Council meets every week throughout the year. The ASC Deans are expected to discuss non-confidential issues and concerns with appropriate personnel in the College in support of establishing a clear network of communications about administrative and policy matters across the College.

**2. Faculty Advisory Council (FAC).** The FAC exists to act on behalf of all College of Arts and Sciences faculty to bring matters of collective interest to the attention of the Executive Dean and College administration. Representing a faculty voice, the FAC seeks to promote a sense of community within the

varied disciplines of arts and sciences; to foster transparency, mutual respect, and representative participation; and to ensure shared commitment and accountability to the goals of the entire College.

The composition of the FAC represents the range of faculty in the College in relation to disciplinary focus, diversity, expertise and rank, and will consist of 17 members. Of this total, 12 members are elected by the faculty (four per division) to represent the broad range of disciplines across the entire College and the Executive Dean appoints three. Of these 15 elected or appointed positions, one is guaranteed for regional campus representation. The chair of the ASC Faculty Senate and the Executive Dean are *ex officio* members. Terms of service on FAC are on a three-year rotating basis. The Executive Dean's office oversees the election process, which takes place in the spring semester of each academic year. Faculty nominated or seeking nomination to FAC shall submit a brief biographical statement that will be sent to the respective area faculty for voting purposes. Regional campus faculty may also compete in these divisional elections. Members of the FAC shall annually elect a chair.

Both appointed and elected members serve three-year terms with the possibility of extending a term by one year when the extension supports the maintenance of an appropriate sequence for staggering terms. Members may not serve two consecutive terms, but may be re-appointed after a one-year hiatus. The committee meets at least once per semester or as needed to discuss key issues. The Executive Dean will appoint a staff liaison for the group.

The chair of the FAC will, in consultation with the Executive Dean, set the agenda for discussions of matters pertaining to the College. The FAC is expected to advise the Executive Dean on a variety of issues, such as (but not limited to) guidelines governing the compensation/reward structure for arts and sciences faculty, nomination of faculty for membership on Executive Dean-appointed committees as the need arises, disciplinary and interdisciplinary program development, faculty research and development, and other issues of importance to the college faculty.

The FAC will form subcommittees, as needed, to secure greater faculty advice and input to the Executive Dean and the ASC administration on matters pertaining to faculty and students. Typical subcommittees may include (but are not limited to):

- Development/Fundraising
- Diversity
- Faculty Matters
- Finance and Budget
- Graduate Programs
- Research, Innovations, and Commercialization
- Space and Facilities
- Strategic Planning
- Technology
- Undergraduate Programs

More information about the FAC can be found at:

<https://artsandsciences.osu.edu/about/faculty-staff/faculty/governance>.

**3. Staff Advisory Council (SAC).** The mission of the SAC is to serve the Executive Dean as a staff advocacy body and provide staff input into College decision making. Specifically, the council seeks to foster communication between staff and administrators; promote a positive and innovative work environment; recognize and reward staff excellence; enhance staff professional development opportunities; and generally represent the needs and interests of the staff as they relate to the mission of the College of Arts and Sciences. The council is composed of 15 regular members. The council membership shall always include at least one member from each ASC division and at least one member

from the non-academic units. The SAC seeks to maintain a diversity of membership and viewpoints. The Recruiting and Membership Subcommittee of the SAC shall select SAC members for two-year staggered terms, commencing July 1 each year. Seven members shall be selected in odd-numbered years, and eight members shall be selected in even-numbered years. To be eligible to serve on the SAC, an individual must have at least two years of work experience in the College; have a 75% FTE or greater appointment as Classified Civil Service, Unclassified Administrative and Professional, or Senior Administrative and Professional; and not be in a position that reports directly to the Executive Dean. Staff who would like to serve on the SAC should respond to an annual call for nominations distributed by the Recruiting and Membership Subcommittee. The Recruiting and Membership Subcommittee shall fill council membership vacancies that arise within two months or via the annual selection process if it is underway. All council members shall submit their individual subcommittee membership requests to the SAC co-chairs in June. Subcommittee membership decisions will be announced at the first full meeting in July. Three members of the SAC will serve as two co-chairs and one secretary, each serving a one-year term beginning in July and running through the following June. The SAC by-laws are available at: <https://artsandsciences.osu.edu/about/faculty-staff/staff/advisory-council/governance>.

**4. Dean's Student Advisory Board (DSAB).** The purpose of the Dean's Student Advisory Board is to advise the Executive Dean on matters relating to academics, communication, activities, student life, college relations, and other issues as they relate to the College of Arts and Sciences. The board will meet monthly unless otherwise requested by the Executive Dean. The DSAB will have a total of 15 board members with terms that begin at the start of the fall semester. There is proportional representation of graduate students and undergraduate students. The DSAB membership includes the following: (a) three Arts and Sciences Student Council Members, (b) three Undergraduate Student Government (USG) members, (c) two members of the Council of Graduate Students (CGS) who are pursuing graduate studies in an ASC program, (d) six undergraduate ASC students; of these six, two students are from each of the three college divisions, and (e) one ASC Graduate Assistant student, who must hold a GA position in a department or program from one of the divisions of the College of Arts and Sciences. Members selected by Arts and Sciences Student Council, USG and CGS serve one-year terms; other student positions are for two-year terms. The DSAB will have three officers: a chair, a vice chair, and a secretary. More information about DSAB is available at: <http://artsandsciences.osu.edu/academics/current-students/get-involved/deans-board>.

**5. Arts and Sciences Salary Appeals Committee.** Salary appeals that reach the level of the college will be reviewed by a college-wide Salary Appeals Committee, which will consider the data provided by the faculty member who is filing the salary appeal. The committee will be comprised of six tenured faculty members, two per division, who are appointed annually by the Executive Dean from recommendations received from the three divisional deans. The Salary Appeals Committee provides recommendations regarding the merits of the salary grievance, as well as the amount of additional salary that should be awarded to correct the salary issue.

**6. Arts and Sciences Investigation Committee.** In accordance with University Rule 3335-5-04, the College of Arts and Sciences shall have a College Investigation Committee to look into complaints against tenure-track, clinical, research, and associated faculty. The committee consists of six tenured faculty members, two per division, that are appointed annually by the Executive Dean from recommendations received from the three divisional deans.

**7. Arts and Sciences Promotion and Tenure Committee(s).** As detailed further in the ASC document on promotion and tenure policies and procedures, three review panels are formed annually, one for each division of the College, to evaluate promotion and tenure dossiers of ASC faculty and to make recommendations to the Executive Dean on the suitability of faculty in ASC for tenure and/or promotion.

**8. Ad Hoc Committees.** In addition to the standing committees named above, the Executive Dean or divisional deans may establish ad hoc committees as the need may arise and may appoint members to such committees as appropriate. These committees will serve in an advisory capacity to the Executive Dean and/or the divisional deans.

### C. The College of Arts and Sciences Faculty Senate

The Faculty Senate of the College of Arts and Sciences, with authority delegated to it by the faculty of the College of Arts and Sciences, formulates policy of the faculty in matters of common interest, as permitted by Faculty Rules 3335-5-26, 3335-5-27, and 3335-5-28, available at: <http://trustees.osu.edu/university/facultyrules>.

The composition, function, duties, and responsibilities, and all other matters pertaining to the Senate are described in the Rules of the Faculty Senate of the College of Arts and Sciences, which appears as Appendix A to this Pattern of Administration. The Steering Committee of the ASC Faculty Senate, in collaboration with the Executive Dean, provide leadership for all Senate functions, with the Office of the Executive Dean providing administrative support for all committees. The primary function of the Senate is oversight of the curriculum, as indicated in the Faculty Rules cited above. On behalf of the Senate, this function is carried out by the Arts and Sciences Curriculum Committee in collaboration with the Executive Dean and with the Office of the Executive Dean providing various types of administrative support.

### D. Procedures for the Establishment and Review of Academic Centers in ASC

From time to time it is desirable to establish new academic centers that bring together combinations of faculty to facilitate research, teaching, or service. All proposed academic centers in ASC must be approved by the Executive Dean before being sent to the Office of Academic Affairs for review and approval under University Rule 3335-3-36.

Proposals being reviewed by ASC must include the following components: (a) a statement of the goals and purposes of the center and how the College and university will benefit from its creation, (b) description of the unique need that the center fulfills vis-à-vis units currently on campus, (c) a list of faculty, staff, or students who will be active in the center and an indication of how each will contribute to the center's success, (d) details concerning the administration of the center including leadership, staffing, advisory groups, and reporting structure, (e) a financial plan that details costs, proposed budget, and revenue sources, and (f) a statement of how the success of the center will be evaluated and measured with specific benchmarks defined. An appropriate committee within the College will review the proposal and will provide the ASC Deans Council with recommendations for appropriate action.

A director, who shall be appointed by and report to the Executive Dean or divisional dean for a four-year term, shall administer an ASC academic center. The director is eligible for reappointment after undergoing formal reappointment review initiated by the divisional dean and conducted in the fourth year of the director's term by the faculty members of the center's oversight committee. The recommendation of the review committee is advisory to the dean.

## VII. Arts and Sciences Faculty Meetings

Meetings of the faculty of the College of Arts and Sciences as a whole will not be held routinely, but may be called at the discretion of the Executive Dean or upon petition by at least 10% of the faculty of the College. The ASC Secretary will distribute notices of such meetings, as well as meeting agendas, at least one week prior to a meeting. The Executive Dean, or his or her designee, shall preside at faculty

meetings. All reports, motions, or amendments of motions to be discussed at a faculty meeting must be made available to all arts and sciences faculty in sufficient time before the meeting at which action is contemplated, and preferably not less than one week before the meeting. Voting rights shall be given only to regular arts and sciences faculty as defined in University Rule 3335-5-26. A meeting quorum shall consist of 10% of the faculty eligible to vote. Only those present shall vote. If fewer than 10% of the members of the faculty (as listed on the October Tenure Audit List) are present when a vote is taken, the question shall be submitted to a vote of the faculty by e-mail ballot, which will be taken over a three-day voting period. With the exception of curricular matters, as defined in the Rules of the Faculty Senate of the College of Arts and Sciences (Appendix A), votes are advisory to the Executive Dean. Votes will be considered positive if at least half of those voting vote in the affirmative. Robert's Rules of Order shall be followed in the conduct of meetings. Minutes of a meeting will be made available not more than one week following a faculty meeting.

## **VIII. Arts and Sciences College-wide Faculty Voting Policies and Procedures**

From time to time, by university rule a college-wide vote on an issue or policy may be necessary. When a college-wide vote is required on a matter votes will be conducted via email over a period of one week. An affirmative vote is defined as a simple majority of those members of the faculty who cast a vote.

## **IX. Distribution of Faculty Duties and Responsibilities**

Members of the ASC Faculty are expected to contribute in all areas of the university's mission via teaching, research, and service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected. During on-duty semesters, faculty members are expected to be available to interact with students and carry out service responsibilities, even though they may have no formal teaching obligations. On-duty faculty members who are off campus for extended periods of time must be on an approved Faculty Professional Leave or other approved leave (see section XI of this document).

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 or director in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy (<http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>).

### **A. Guidelines on Teaching Assignments**

Teaching loads in the ASC will be determined at the discipline level and involve discussion between the department chairs/school directors and divisional deans. All tenured, tenure-track and clinical faculty will be expected to contribute to their unit's teaching, including large enrollment and specialized courses. Average teaching loads for faculty in the different disciplines should be compatible with the appropriate benchmarks in peer universities. In order to achieve equitable workloads for all faculty, teaching load for

an individual faculty member will be adjusted appropriately in response to variations in research and/or service activities.

The course load for full-time lecturers is 4 courses per semester. Courses approved for variations to this standard are listed in Appendix D (Workload Exceptions by Course).

## B. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). An SA releases a faculty member from some regular duties for a period of up to one full semester so that he or she may concentrate on a unique research, service or teaching endeavor or invest in a relatively brief professional development opportunity. Written requests for SAs by faculty should be sent to the department chair or director for endorsement and then forwarded to the divisional dean for approval. Proposals for SAs should indicate the nature of the assignment and the impact the assignment will have on the faculty member and the institution. As part of the department's endorsement, the chair must indicate how the department will accommodate the loss of research, teaching or service that results from the change in duties.

## X. Course Offerings and Teaching Schedules

Chairs and directors at the level of the individual schools, departments, and programs are expected to generally manage the unit's course offerings and individual faculty teaching schedules. However, the Executive Dean and divisional deans are ultimately responsible for course offerings and teaching schedules and assuring that courses needed by students are being offered, class availability is distributed across the day and week, and that minimum class sizes are maintained as required by Faculty Rule 3335-8-17.

## XI. Allocation of Resources

The Executive Dean makes decisions about the allocation of all resources in close consultation with the ASC Deans Council and with recommendations from various committees (e.g., Faculty Advisory Council, Staff Advisory Council, and Dean's Student Advisory Board) as appropriate for the specific activity or initiative, and disburses funds in support of special programs, activities, and initiatives. The divisional deans are responsible for overseeing the use of funds that are allocated to units in their division and will work closely with unit heads to assure that all resources—fiscal, human, and physical—are allocated in a manner that optimizes department, College, and university goals.

## XII. Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook (<http://oaa.osu.edu/policiesprocedureshandbook.html>) and on the Office of Human Resources Policies and Procedures website, <https://hr.osu.edu/policies-forms>. In general, there are four kinds of leaves and absences taken by faculty (in addition to a parental leave, which is detailed in Appendix B). As a guideline, no more than 10% of the arts and sciences faculty are expected to be on leave at one time, regardless of the type of leave.

## A. Discretionary Absence

Faculty members are expected to complete a travel request well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered during semesters on-duty. Discretionary absence from duty is not a right and the College retains the authority to disapprove a proposed absence when instruction or other activities are negatively impacted by the leave, as identified by chairs or directors. Under University Faculty Rule 3335-5-08, the Office of Academic Affairs must approve any discretionary absence longer than ten continuous business days.

## B. Absence for Medical Reasons

When absences for unexpected medical reasons occur, the faculty member, or someone speaking for the faculty member, should let the chair or director know promptly so that instructional and other commitments can be managed. The chair or director must inform the divisional dean of the unexpected absence. For additional details see OHR Policy 6.27 available at: <https://hr.osu.edu/policies-forms>.

## C. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45 available at: <https://hr.osu.edu/policies-forms>. The College requires that the divisional dean be informed of the unpaid leave of absence.

## D. Faculty Professional Leave (FPL)

Information concerning faculty professional leaves (FPLs) is presented in the OAA Policy on Faculty Professional Leaves (<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>).

Applications for FPL, which must follow the format determined by the Office of Academic Affairs, must be peer-reviewed in the department or school using procedures detailed in each unit's Pattern of Administration. Following unit-level peer review, the FPL application and unit recommendation is sent to the chair or director for review. Chairs and directors shall review the application and forward only those recommended for approval to the College divisional dean by an established deadline (which is typically in mid-January). The chair's recommendation to the dean regarding the proposed FPL will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested. Each divisional dean will set up a review process for the FPL applications they receive for their division. All other requests for leaves by faculty will be sent to the chair or director for a recommendation that is then sent to the divisional dean for approval.

## XIII. Supplemental Compensation and Paid External Consulting Activity

Policies on Faculty Supplemental Compensation are available at: <http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>

Policies on the Faculty Paid External Consulting are available at: <http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>

The College of Arts and Sciences adheres to these policies in every respect. Specifically, ASC expects faculty members to carry out the duties associated with their primary appointments with the university at a high level of performance before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the department chair or school director and by the divisional dean, regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out expected

duties at an acceptable level of performance, 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 or school or the College. It is university policy that faculty may not spend more than one business day per week on supplemental compensated activities and external consulting combined.

## **XIV. Financial Conflicts of Interest**

The university's Financial Conflict of Interest Policy is available at: <http://orc.osu.edu/files/Policy-on-Faculty-Financial-Conflict-of-Interest.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 or 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.

## **XV. Grievance Procedures**

It is assumed that any faculty or staff member who has a grievance with the College and its individual units have first discussed that matter with their chair or director, who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. This section deals with grievances that have proceeded from the unit level to the College level. If the grievance involves the unit head or the unit head is not the appropriate contact for some other reason, the faculty or staff member should bring the matter to the attention of the divisional dean. Complaints concerning the divisional deans should be brought to the attention of the Executive Dean. The ASC is supported by the Office of Academic Affairs and the Office of Human Resources with regard to formal grievances, as are other campus units. Human resources personnel in the Office of the Executive Dean can assist in resolving problems and conflicts before they escalate to formal grievance or corrective action. For both faculty and staff, the Office of the Executive Dean provides advice on corrective action, grievance hearings, and informal mediation, and it assists with the interpretation of policies, procedures, and labor contracts that apply.

### **A. Salary Grievances**

The College of Arts and Sciences salary appeal procedure is detailed in Appendix C.

### **B. Faculty Misconduct**

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

### **D. Sexual Harassment**

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

## **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. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the student(s) 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. The divisional dean or the divisional dean's designee will investigate student complaints that are forwarded to the College office with the assistance of the assistant executive dean for Advising and Academic Services. In accordance with University Rule 3335-8-23 (B), with respect to grade grievances, the findings of the faculty committee of the department or school are final – the issue is not appealable as it may be for non-grade grievance petitions.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see <http://oaa.osu.edu/coam.html> and <http://senate.osu.edu/committees/COAM/COAM.html>).

## **XVI. Procedures for Reviewing, Revising, Adopting, and Amending the POA**

In keeping with university rules, within the first year of his or her appointment or reappointment, the Executive Dean shall review the Pattern of Administration and, in consultation with the arts and sciences by email invitation for input from the faculty and by consultation with the Faculty Advisory Council shall revise it as appropriate. The Executive Dean will then forward the reaffirmed or revised Pattern of Administration to the Office of Academic Affairs. At other times, amendments may be proposed by the Executive Dean, or recommended to the Executive Dean by the ASC Deans Council, the ASC Faculty Senate, the FAC, or members of the regular faculty. These recommendations are advisory to the Executive Dean. In order to be adopted as amendments to the Pattern of Administration, the recommendations must be consistent with the purpose of the document and with appropriate university rules and policies. The process for adoption is the same as above. In consultation with the arts and sciences faculty, which is accomplished by email invitation for input from the faculty and by consultation with the Faculty Advisory Council, the Executive Dean shall revise as appropriate and forward the reaffirmed or revised Pattern of Administration to the Office of Academic Affairs.

## APPENDICIES

### Appendix A – Rules of the Faculty Senate of the College of Arts and Sciences

#### Article I. Preamble

The Faculty Senate of the College of Arts and Sciences (hereafter ASC Faculty Senate) is charged with formulating policy of the faculty of the College of Arts and Sciences in matters of common interest, as permitted by Faculty Rules 3335-5-26, 3335-5-27, and 3335-5-28. In addition, the Senate provides a forum for the discussion of other matters of common interest to the faculty of the College of Arts and Sciences.

#### Article II. Delegation of Faculty Authority

Section 1. The faculty of the College of Arts and Sciences delegates to the ASC Faculty Senate the authority to recommend the awarding of bachelor's degrees, upon prior recommendation of the Executive Dean of the College of Arts and Sciences (hereafter Executive Dean) or his or her designee, the Associate Executive Dean for Curriculum and Instruction of the College of Arts and Sciences (hereafter Associate Executive Dean).

Section 2. Pursuant to Faculty Rule 3335-3-30.1, the faculty of the College of Arts and Sciences delegates to the ASC Faculty Senate in cooperation with the Associate Executive Dean the authority to formulate policies with respect to the following:

- a. General education requirements in Arts and Sciences for all undergraduate students and joint responsibility for planning the general education requirements for colleges outside the College of Arts and Sciences on a cooperative basis.
- b. Curricula and requirements for baccalaureate programs and the development of new programs.
- c. The Honors program for the College of Arts and Sciences.
- d. The Scholars programs in the College of Arts and Sciences.
- e. Counseling and record services and attendant procedures.
- f. Coordination of student intercollegiate transfers involving the College of Arts and Sciences.

Section 3. The Associate Executive Dean is charged with implementing these policies.

Section 4. An action of the ASC Faculty Senate may be appealed to a meeting of the faculty of the College of Arts and Sciences by written request of 15% of the membership of the regular faculty to the Executive Dean of the College of Arts and Sciences. Within thirty days of the receipt of such a request, the Executive Dean of the College of Arts and Sciences shall call a meeting of the faculty of the College of Arts and Sciences. The Senate action in question may be reversed by a majority vote at the meeting, or, if a quorum is not present, by a two-thirds vote of representatives participating in a mail or electronic ballot.

#### Article III. Membership

Section 1. Each Tenure Initiating Unit in the College of Arts and Sciences shall elect one voting representative and one alternate to the ASC Faculty Senate from among its regular faculty. Each of the four regional campuses of The Ohio State University shall elect one Arts and Sciences faculty member to serve as a voting representative and one Arts and Sciences Faculty member to

serve as an alternate to the ASC Faculty Senate. The faculty of the College of Arts and Sciences will elect three at-large representatives and two alternates from among its faculty who will represent interdisciplinary activities within ASC. Election of new senators shall take place in the spring for the following academic year. The ASC administration will solicit nominations from the Tenure Initiating Units, and from the faculty as a whole for the at-large representatives, and conduct elections for departmental and at-large representatives.

Section 2. The representatives elected to the ASC Faculty Senate shall serve a three-year term and shall, for one year immediately thereafter, be ineligible for Senate membership. Service as an alternate does not affect eligibility. Approximately one-third of the units from each of the three divisions of the College of Arts and Sciences will elect members each year. Terms begin with the first meeting of Autumn Semester.

Section 3. Four students shall be voting members of the ASC Faculty Senate. Selection of student members shall be made by the Steering Committee and shall include one representative from each of the three divisions of the College of Arts and Sciences and one student engaged in an interdisciplinary program. One of the student representatives shall be a current member of Arts and Sciences Student Council. The term of membership is one year with reappointment possible.

Section 4. When a Representative is unable to attend an ASC Faculty Senate meeting, the alternate from that unit shall attend and shall have the same rights of participation and voting as the representative. The alternates shall be kept informed of all actions of the ASC Faculty Senate, receiving copies of such minutes, reports, agenda, or other documents as are distributed to the selected representatives. In the event of the resignation of an elected representative or alternate, the Tenure Initiating Unit may hold a new election to fill the remainder of the Senator or Alternate's term. Such elections must be held before the end of the first week of an academic semester and the results reported to the steering committee.

#### **Article IV. Officers of the ASC Faculty Senate**

Officers of the ASC Faculty Senate shall consist of a Chair and Vice Chair (Chair-Elect) who shall serve a two-year term, the second in the role of Senate Chair. The Chair shall preside at meetings of the ASC Faculty Senate and meetings of the ASC Senate Steering Committee. In the event of the Chair's absence, the Vice Chair shall preside.

By the first day of the autumn term, the ASC Faculty Senate shall annually elect from the Senate's current membership a Vice Chair and individuals (replacements as needed to maintain staggered terms) to serve two-year terms on the Steering Committee.

The College of Arts and Sciences shall provide logistical support to the ASC Faculty Senate, such as distribution of agenda and other information, notifying the membership of meetings, recording minutes of meetings, correspondence, maintaining ASC Faculty Senate records, and such other business as the ASC Faculty Senate may order. At the appropriate times, the ASC College shall inform departments, schools, and other constituencies of their need to elect Representatives and Alternates for the ASC Faculty Senate.

## **Article V. Committees**

Section 1. The ASC Faculty Senate of the College of Arts and Sciences establishes the following standing committees:

### **a. Steering Committee**

#### **i. Membership**

The steering committee consists of six representatives, two from each of the ASC divisions. The ASC Faculty Senate Chair and Vice-Chairs are members of the steering committee, and serve as Chair and Vice-Chair of the steering committee.

#### **ii. Duties and Responsibilities**

Pursuant to faculty rules listed in Article I, to identify issues of concern relating to the matters listed in Article II, Section 2, and to bring them before the ASC Faculty Senate; to prepare an agenda for meetings of the ASC Faculty Senate; to review periodically the committee structure of the ASC Faculty Senate; to resolve disputes regarding ASC Faculty Senate representation; to prepare nominations for the positions of Chair and Vice-Chair; to prepare a slate of candidates for open positions on the Steering Committee. In constructing slates of candidates, the Committee shall request suggestions of possible nominees from the ASC Faculty Senate and prepare a slate of no fewer than two candidates for each office.

### **b. Arts and Sciences Curriculum Committee (ASCC)**

#### **i. Membership**

Eighteen voting members, elected or appointed as follows:

9 representatives from the ASC Faculty Senate

5 faculty members appointed by the Executive and Divisional Deans

2 Arts and Sciences Honors Committee Members

2 Arts and Sciences Students

Associate Executive Dean (*ex officio*)

The nine faculty members shall be elected by Arts and Sciences Senate membership from the current ranks of Arts and Sciences Faculty Senate. A slate of candidates shall be prepared by the Steering Committee of the ASC Faculty Senate who can fulfill the following responsibilities:

Two representatives from each of the three ASC divisions will serve on the divisional panels of the ASCC. An additional three representatives will serve on the ASCC panel that assesses changes to the General Education curriculum.

Five faculty members, each with expertise relating to the work of one of the standing ASCC panels, shall be appointed by the Executive Dean, in consultation with the Divisional Deans. Two student members of the ASCC will be selected in consultation with Arts and Sciences Student Council.

Annually in the spring semester, a continuing voting member of the ASCC shall be elected by the voting membership of that committee as chair for the following academic year. Reelection for an additional one-year term is permitted.

Non-voting members:

The Divisional Curricular Liaisons will be non-voting members of the ASCC.

ii. Duties and responsibilities

To study the untagged B.S. and B.A. degree programs and requirements for students registered in the College of Arts and Sciences and make recommendations concerning them to the ASC Faculty Senate and the Executive Dean; to study tagged degree programs and requirements and make recommendations concerning them to the Council on Academic Affairs; to have joint responsibility for planning the general education requirements for colleges outside Arts and Sciences on a cooperative basis; to assess the effectiveness of the university general education curriculum and instruction as well as the major curricula in Arts and Sciences; to facilitate interdisciplinary enhancements; to oversee the Freshman Seminar and Professional Pathways programs; to oversee the ASC Freshman Common Book Program.

The committee shall submit an annual report to the ASC Faculty Senate and to the Executive Dean by the third week of spring semester.

iii. Terms

Faculty voting members of the ASCC shall serve three-year rotating terms, and may not serve two consecutive terms. (The term of service on the ASCC may extend beyond the term of the ASC Faculty Senate for those members selected by the ASC Faculty Senate.) Student members shall serve one-year terms, with possible reappointment for a second consecutive term.

**c. Honors Committee**

i. Membership

15 faculty members, 5 from each division, appointed by the Associate Executive Dean 6 student voting members, two from each division. Each division will be represented by two regular student members and one alternate. When not present, students will be replaced by the alternate from their division. If the alternate is not available, a student alternate from another division may vote in their place.

The Chair of the Committee shall be elected in the spring from among the continuing members.

Non-Voting Member:

The Associate Executive Dean, to serve as Vice-Chair.

Liaisons:

The Associate Provost for Honors and Scholars

The Director of the Office of Undergraduate Research

ii. Duties and Responsibilities

To study the existing honors program in the College of Arts and Sciences and to make recommendations to the ASC Faculty Senate and the Executive Dean regarding its future development; to establish criteria, in consultation with the ASCC for honors courses and honors versions of existing courses, and to act as the body that approves these courses for honors use; to establish and monitor expected standards of academic attainment leading to “Honors in the Arts and Sciences” and “Distinction” designations, and to recommend to the ASC Faculty Senate additional honors-related undergraduate degree designations for its consideration; to award undergraduate research scholarships to Arts and Sciences students; to work cooperatively with

Arts and Sciences and University Honors to develop suitable honors experiences for all students; to consider and develop other special programs as the need may arise. The committee shall submit an annual report to the ASC Faculty Senate and to the Executive Dean during spring semester.

iii. Terms

Faculty members shall serve for three-year rotating terms. Student members shall serve one-year terms.

Section 2. In addition to the standing committees of the ASC Faculty Senate named in Section 1 of this Article, the ASC Faculty Senate has the power to create ad hoc committees. The Associate Executive Dean, with the advice of the Steering Committee, may recommend to the ASC Faculty Senate the establishment and membership of ad hoc committees as the need may arise, and may appoint, with the advice of the Steering Committee, committees from the faculty to work toward implementation of policies developed under Article II, Section II.

Section 3. Such committee membership shall be alterable by majority vote of a quorum of the faculty of the College of Arts and Sciences.

**Article VI. Meetings of the ASC Faculty Senate**

Section 1. The ASC Faculty Senate shall meet at least once during the academic year and as business requires.

Section 2. Meetings of the ASC Faculty Senate shall be called by the chair of the ASC Faculty Senate. The chair will call meetings to meet the conditions of Section 1 and must call meetings, in a timely fashion, upon request of the Executive Dean, upon majority vote of the Steering Committee or upon request of 10 voting members of the ASC Faculty Senate.

Section 3. Written notice of the time and purpose of all meetings shall be given to Representatives and Alternates of the ASC Faculty Senate at least five days in advance of each meeting.

Section 4. Any member of the ASC senate, or any faculty member in ASC, is eligible to speak at ASC Senate meetings.

Section 5. Any member of the university community may attend any meeting of the ASC Faculty Senate. Members of the university community who are not members of the faculty of the College of Arts and Sciences may be granted the right to speak, but not to vote, on matters before the ASC Faculty Senate. When a request is made for this privilege, the chair will ask the ASC Faculty Senate for objections and hearing none shall grant permission to speak. If objections are raised, the privilege shall be extended only by an action of the ASC Faculty Senate.

Section 6. A majority of the members of the ASC Faculty Senate who are eligible to vote shall constitute a quorum for the transaction of business.

Section 7. Except as otherwise ordered by the ASC Faculty Senate, its meetings shall be conducted in accordance with Robert's Rules of Order.

**Article VII. Records**

The records of the ASC Faculty Senate shall be made available for use by the members of the faculty of the College of Arts and Sciences, as well as other interested parties.

**Article VIII. Amendments**

These Rules may be amended, with the advice and consent of the Executive Dean, either by a two-thirds vote of the Representatives present at a regular or special meeting of the Faculty Senate of the College of Arts and Sciences, or, if a quorum is not present at such a meeting, by a two-thirds vote of Representatives participating in a mail or e-mail ballot. Proposed amendments shall be submitted in writing to all Representatives and Alternates of the ASC Faculty Senate at least two weeks prior to the time at which voting on the amendments will take place.

**These Rules were adopted May 25, 2011.**

(These Rules supersede the Charter of the Faculty Senate of the College of Arts and Sciences, which was adopted October 29, 2003; and amended May 3, 2006, May 30, 2007, and February 13, 2008, and version adopted May 18, 1989; amended June 14, 1991, December 1, 1997. The original version of the Charter was adopted March 13, 1968; and amended December 9, 1968, January 30, 1969, May 7, 1969, April 23, 1970, and further amended April 2, 1973.)

## Appendix B – Guidelines on Modification of Duties under the University’s Parental and Family Leave Policies

The College of Arts and Sciences at The Ohio State University strives to be a family-friendly unit in our recruitment, hiring, and retention efforts of high quality faculty. To this end, we are creating a modified duty practice for faculty that exists within the framework of the university’s parental leave and family leave policies while at the same time provides us with a recruitment advantage—parental leave policies being high on the list of considerations when prospective faculty members are choosing institutions at which they will spend their careers.

The university offers a variety of leave options following the birth of a child, adoption, or foster care placement. However, in some circumstances, a modified workload for a period of time may offer a better solution than the use of leave. These guidelines provide for the use of modified duties in support of faculty and indicate a process by which faculty can request such a modification.

### **Modified Duties: An Overview**

Modification of duties requires a full-time work assignment that simply alters the usual mix of a faculty member’s work away from less flexible duties towards more flexible ones. For example, a faculty member might be relieved of his or her formal classroom teaching obligations for one semester and be assigned different duties. Substitute duties might include: the preparation of research proposals, papers and course materials; devotion of full-time effort to research or a combination of research and service; development of curricula and/or course materials; supervision of graduate student research; etc. The provision of modification of duties is not leave.

### **Eligibility:**

Modified duty will be available from the College of Arts and Sciences to all tenured or tenure-eligible faculty members (i.e., birth, adoptive, or foster-care mothers, fathers, and domestic partners) within 12 months following birth of a child, adoption, or foster care placement.

### **Process:**

Eligible faculty will be allowed to take up to one academic semester with modified duties in conjunction with the university’s family leave options, which include paid parental, sick, and unpaid leave. If the modification of duties is combined with the university’s leave options, this period of leave and modified duties shall not exceed one academic semester.

During the period of modified duties, the faculty member will have no teaching duties (essentially reducing the teaching responsibilities of the faculty member to 50% for the year) and only those service duties mutually agreed to by the department chair and faculty member and documented in an MOU created by the College office. It is expected that during the period of modified duties, the faculty member will continue to be engaged in activities related to his or her scholarship.

When a proposed period of modified duties prevents a faculty member from carrying out his or her regular teaching and service responsibilities in two consecutive semesters, he or she must reach an agreement with the relevant academic unit that meets the needs of both the faculty member and the academic unit. The agreement will be documented in an MOU created by the College office. Agreements may include a reduced teaching schedule in one or more semesters, 7-week teaching schedules, team teaching, deferred teaching to another semester additional non-teaching duties, or a combination of paid and unpaid leave. Faculty and their academic units should be creative and flexible in developing solutions that are fair to both the individual while addressing the needs of the university.

## Appendix C – College of Arts and Sciences Faculty Salary Appeals Process

The College of Arts and Sciences reviews faculty salary appeals in accordance with university policies and procedures as described in the *OAA Policy and Procedures Handbook* (Volume 1, Chapter 3: Appeals, Section 2.0: Faculty salary equity appeals process).

### Salary Appeals Process:

- 1) The faculty appellant notifies the unit head that she or he wishes to initiate a salary appeal.
- 2) The unit head provides the appellant with the College protocol (“Appendix C - College of Arts and Sciences Faculty Salary Appeals Process”) and notifies the divisional dean of the appeal. **This step must occur no later than October 31** in order to facilitate completion of the process before salary recommendations are made for the next academic year.
- 3) Once notified, the divisional dean determines an appropriate comparison cohort.

A comparison cohort is selected based on two main criteria: the number of years since the appellant received his or her terminal degree (Ph.D. or MFA) and the number of years of service to the university. The appellant should be in the middle of the cohort with other faculty of the same rank in the unit or division with plus-or-minus x years since the terminal degree or x years of service, as appropriate. The ideal cohort will be symmetrical and composed of 5 or 6 individuals; deviations from this ideal may be necessitated by asymmetrical distributions of faculty in the unit or division. The value of x is established in relation to the size and distribution of faculty members in the appellant's unit or division. If the appellant requests a particular individual to be included in the cohort, the cohort may be enlarged to include that person if that person is not already part of the comparison cohort. In such a case, the value of x is increased symmetrically to include the specified individual, as well as others who fall within the range of the new x. Current and former unit heads are excluded, as are others who have had salary adjustments outside the merit system.

- 4) The divisional dean confirms the comparison cohort with the unit head. Once the divisional dean and the unit head agree, the appellant is notified of the names and current salaries of the comparison cohort.
- 5) At this point, the appellant takes over the process. The appellant will need the CVs and the teaching records for the past five years for all members of the cohort. The unit head will assist with providing CVs and teaching records within the unit and the divisional dean will assist with securing information from additional units as needed. The appellant has until **February 1** (when the AMCP process begins) to compile the **required tables and statement** for the appeal.

Data for the cohort in the areas of scholarship or creative activity, teaching, and service should be presented in a **spreadsheet format (side-by-side columns)** for easy comparison across the cohort within specific categories. In each table, the appellant should be identified by name, but other members of the cohort should be identified only by a number (e.g., faculty #1, faculty #2).

Relevant data on **scholarship/creative activity** should be presented for all years since the terminal degree, and the standard major categories from the Promotion and Tenure dossier

should be used, e.g., authored books, edited books, refereed journal articles, book chapters. To the extent possible, comparative data on rates of citation should also be presented, excluding self-citations.

Relevant data on **teaching** should be presented for the past five years at The Ohio State University, and the standard major categories from the Promotion and Tenure dossier should be used, e.g., numbers of lower division, upper division, and graduate courses taught; number of doctoral dissertations advised (or, if the MFA is the terminal degree in the field, number of MFA theses advised); and number of Ph.D. and MA committees on which the faculty member has served. Reductions in teaching loads for those individuals holding administrative or research appointments should be noted, and individuals who have not served at The Ohio State University for at least five years should be excluded from this section of the comparative analysis.

Similarly, relevant data on **service** should be presented for the past five years at The Ohio State University, and the standard major categories from the Promotion and Tenure dossier should be used, e.g., unit committee assignments, unit administrative assignments, university committee assignments, major service to professional organizations. Individuals who have not been Ohio State faculty for at least five years should be excluded from this section of the analysis, except that data on service to the profession may be included.

Based on the data, the appellant writes a brief **statement** summarizing the research/creative activity, teaching, and service comparisons, highlighting the appellant's standing in relation to the cohort. The appellant ends the statement with his or her requested salary adjustment, based on his or her place within the cohort.

6) The appellant forwards the required comparative data and summary statement to the unit head for review. The unit head may request additional information, if needed. Based on his or her review, the unit head determines whether or not the appellant's salary is commensurate with his or her performance when compared with the cohort. If the unit head finds that the appellant's salary is incommensurate with performance, the unit head recommends a salary adjustment. The unit head may accept or amend the appellant's request. The unit head communicates his or her recommendation to both the appellant and the divisional dean. The unit head presents a brief supporting statement, placing the appellant along the cohort's salary continuum, based on performance. In general, it is expected that approved salary adjustments will be funded 50% by the College and 50% by the unit. The unit's portion will be taken from its annual merit compensation pool and may spread over multiple years.

7) The appellant and the divisional dean review the recommendation of the unit head. The divisional dean may request additional data and analysis if he or she determines that the evidence supporting the recommendation is insufficient. If the appellant and the divisional dean both concur with the recommendation of the unit head, the procedures specified in the university appeals process are followed. **If either the appellant or the divisional dean disagrees with the recommendation of the unit head, the appeal is sent to the College's Faculty Salary Appeals Committee.**

8) The Faculty Salary Appeals Committee is a standing committee of ASC faculty appointed by the Executive Dean from a list of nominees provided by the divisional deans. A committee member may not serve on the committee for a particular appeal if he or she is part of an

appellant's unit, or if a personal or professional relationship with the appellant makes unbiased evaluation impossible.

Committee responsibilities are specified in the university appeals process. The Executive Dean may accept, amend, or reject the committee's recommendation. If the Executive Dean determines that a salary adjustment shall be made, the Executive Dean determines the amount and the timing of the increase. The Executive Dean presents his or her determination to the appellant in writing, along with the committee's brief report. The determination of the Executive Dean is final. Conditions allowing for further appeal to the Provost are outlined in the university appeals process.

## Appendix D – Workload Exceptions by Course

### College of Arts and Sciences Lecturer Workload Exception Requests by Course (December 2013)

Course #	Credit Hours	FTE	Unit
Anthropology 2200	4	0.25	Anthropology
Anthropology 2200H	4	0.25	Anthropology
Arabic 1101.01	4	0.25	Near Eastern Languages and Cultures
Arabic 1102.01	4	0.25	Near Eastern Languages and Cultures
Arabic 1103.01	4	0.25	Near Eastern Languages and Cultures
Arabic 2104	4	0.25	Near Eastern Languages and Cultures
Arabic 3105	4	0.25	Near Eastern Languages and Cultures
Arabic 4106	4	0.25	Near Eastern Languages and Cultures
Art Education Course Development	N/A	0.13	Arts Administration, Education and Policy
ASL 1101 - 1103	4	0.27	Center for Languages Literatures and Cultures
Atmospheric Sciences 5940	2	0.25	Geography
BCS 1101	4	0.25	Slavic and East European Languages and Cultures
BCS 1102	4	0.25	Slavic and East European Languages and Cultures
BCS 1103	4	0.25	Slavic and East European Languages and Cultures
BCS 2104	4	0.25	Slavic and East European Languages and Cultures
Cell Development 3510	3	0.40	Evolution, Ecology and Organismal Biology
Chemistry 1100	3	0.38	Chemistry and Biochemistry
Chinese 1101.01	4	0.25	East Asian Languages and Literatures
Chinese 1102.01	4	0.25	East Asian Languages and Literatures
Chinese 2151.01	5	0.25	East Asian Languages and Literatures
Chinese 4101	5	0.25	East Asian Languages and Literatures
Chinese 4102	5	0.25	East Asian Languages and Literatures
Chinese 4152	5	0.25	East Asian Languages and Literatures
Chinese 7660	3	0.25	East Asian Languages and Literatures
Chinese Individualized Instruction (II)	1-4	0.25	East Asian Languages and Literatures
CLSE 1101	3	0.375	Center for Life Sciences Education
CLSE 1101	3	0.375	Center for Life Sciences Education
CLSE 1101	1	0.350	Center for Life Sciences Education
CLSE 1101	2	0.500	Center for Life Sciences Education
CLSE 1101	3	0.650	Center for Life Sciences Education
CLSE 1101	4	0.800	Center for Life Sciences Education

Course #	Credit Hours	FTE	Unit
CLSE 1101	5	0.900	Center for Life Sciences Education
CLSE 1102	3	0.375	Center for Life Sciences Education
CLSE 1102	3	0.375	Center for Life Sciences Education
CLSE 1102	1	0.250	Center for Life Sciences Education
CLSE 1102	2	0.350	Center for Life Sciences Education
CLSE 1102	3	0.425	Center for Life Sciences Education
CLSE 1105	3	0.375	Center for Life Sciences Education
CLSE 1105	0	0.475	Center for Life Sciences Education
CLSE 1113	3	0.375	Center for Life Sciences Education
CLSE 1113	1	0.350	Center for Life Sciences Education
CLSE 1113	2	0.500	Center for Life Sciences Education
CLSE 1113	3	0.650	Center for Life Sciences Education
CLSE 1113	4	0.800	Center for Life Sciences Education
CLSE 1113	5	0.900	Center for Life Sciences Education
CLSE 1113H	3	0.375	Center for Life Sciences Education
CLSE 1113H	1	0.350	Center for Life Sciences Education
CLSE 1113H	2	0.500	Center for Life Sciences Education
CLSE 1113H	3	0.650	Center for Life Sciences Education
CLSE 1113H	0	0.225	Center for Life Sciences Education
CLSE 1114	3	0.375	Center for Life Sciences Education
CLSE 1114	1	0.350	Center for Life Sciences Education
CLSE 1114	2	0.500	Center for Life Sciences Education
CLSE 1114	3	0.650	Center for Life Sciences Education
CLSE 1114	4	0.800	Center for Life Sciences Education
CLSE 1114	5	0.900	Center for Life Sciences Education
CLSE 1114H	3	0.375	Center for Life Sciences Education
CLSE 1114H	1	0.350	Center for Life Sciences Education
CLSE 1114H	2	0.500	Center for Life Sciences Education
CLSE 1114H	3	0.650	Center for Life Sciences Education
CLSE 2100	3	0.375	Center for Life Sciences Education
CLSE 2100	1	0.350	Center for Life Sciences Education
CLSE 2100	2	0.500	Center for Life Sciences Education
CLSE 2100	3	0.650	Center for Life Sciences Education
CLSE 2100	4	0.800	Center for Life Sciences Education
CLSE 2200	1	0.250	Center for Life Sciences Education
CLSE 3401	3	0.375	Center for Life Sciences Education
CLSE 3401	1	0.325	Center for Life Sciences Education
CLSE 3401	2	0.500	Center for Life Sciences Education

Course #	Credit Hours	FTE	Unit
CLSE 3401	3	0.675	Center for Life Sciences Education
CLSE 3401	0	0.500	Center for Life Sciences Education
Communication 3226	4	0.25	School of Communication
Communication 4337	4	0.25	School of Communication
Coordinate Arabic Language Program	N/A	0.25	Near Eastern Languages and Cultures
Coordinate French Individualized Instruction	N/A	0.25	French and Italian
Coordinate Hebrew Language Program	N/A	0.13	Near Eastern Languages and Cultures
Coordinate Italian Conv/Transfer, EM Credit	N/A	0.25	French and Italian
Coordinate Italian Language Program	N/A	0.25	French and Italian
Coordinate Spanish 2202	N/A	0.25	Spanish and Portuguese
Coordinate Spanish 3403 (Intermediate Spanish Composition)	N/A	0.25	Spanish and Portuguese
Coordinate Spanish and Portuguese Teaching and Learning Center (TLC)	N/A	0.25	Spanish and Portuguese
Coordinate Theatre 2367.01	N/A	0.25	Theatre
Dance 2173/5173	1	0.10	Dance
Dance 2175/5175	2	0.15	Dance
Dance 2177/5177	2	0.15	Dance
Dance 2201	1	0.20	Dance
Dance 3101	2	0.20	Dance
Dance 3111	1	0.15	Dance
Dance 3201	3	0.15	Dance
Dance 4101	2	0.20	Dance
Dance 4102	2	0.20	Dance
Dance 4111	1	0.15	Dance
Dance 4112	1	0.15	Dance
Dance 4112	1	0.15	Dance
Dance 4590	1	0.10	Dance
Dance 4700	1-3	0.10	Dance
Dance 4950	1	0.15	Dance
Dance 4998	2	0.15	Dance
Dance 5101	2	0.20	Dance
Dance 5102	2	0.20	Dance
Dance 5102	2	0.20	Dance

Course #	Credit Hours	FTE	Unit
Dance 5105	1	0.15	Dance
Dance 5106	1	0.20	Dance
Dance 5106	1	0.15	Dance
Dance 5112	1	0.15	Dance
Dance 5116	1	0.15	Dance
Dance Curricular Assessment and Development	N/A	0.25	Dance
Dance GA Mentoring and UG Advising	N/A	0.25	Dance
Dance Notation	N/A	0.25	Dance
Dance Study Abroad Development and Class performance	N/A	0.40	Dance
Developing Spanish course material (multi-media, video, etc) for course instruction	N/A	0.25	Spanish and Portuguese
Economics 2001.01 mega	3	0.375	Economics
Economics 2002.01 mega	3	0.375	Economics
Economics 5130	4	0.25	Economics
Economics 5140	4	0.25	Economics
Economics 5150	4	0.25	Geography
Endocrinology 4560	2	0.25	Evolution, Ecology and Organismal Biology
English 1109: Writing and Reading	4	0.38	English
French 1101.01	4	0.25	French and Italian
French 1101.51 - Individualized Instruction (II)	1-4	0.25	French and Italian
French 1102.01	4	0.25	French and Italian
French 1102.51 - Individualized Instruction (II)	1-4	0.25	French and Italian
French 1103.01	4	0.25	French and Italian
French 1103.03	4	0.25	French and Italian
French 1103.04	4	0.25	French and Italian
French 1103.51 - Individualized Instruction (II)	1-4	0.25	French and Italian
French 1155	4	0.25	French and Italian
French 2101.51 - Individualized Instruction (II)	1-4	0.25	French and Italian
French Course Materials Development	N/A	0.25	French and Italian
Geography 1900	4	0.25	Geography

Course #	Credit Hours	FTE	Unit
Geography 1900H	4	0.25	Geography
Geography 2960	4	0.25	Geography
Geography 2960H	4	0.25	Geography
Geography 5940	2	0.25	Geography
Geography 8896	2	0.25	Geography
German 1102	4	0.25	Germanic Languages and Literatures
German 1103	4	0.25	Germanic Languages and Literatures
German TA Supervision	N/A	0.25	Germanic Languages and Literatures
Grader for Slavic 2230 and Film Studies 2271	N/A	0.25	Slavic and East European Languages and Cultures
Guest Teach Master Class	N/A	Varies	Dance
Hebrew 1101.01	4	0.25	Near Eastern Languages and Cultures
Hebrew 1102.01	4	0.25	Near Eastern Languages and Cultures
Hebrew 1103.01	4	0.25	Near Eastern Languages and Cultures
Hebrew 2105	4	0.25	Near Eastern Languages and Cultures
Hindi 1103	4	0.25	Near Eastern Languages and Cultures
Human Anatomy 2510	3	0.45	Evolution, Ecology and Organismal Biology
Human Anatomy 2510	3	0.48	Evolution, Ecology and Organismal Biology
Human Physiology 2520	3	0.40	Evolution, Ecology and Organismal Biology
Individualized Instruction Learning Center Lab (full-time)	N/A	1.00	Center for Languages Literatures and Cultures
Italian 1101	4	0.25	French and Italian
Italian 1102	4	0.25	French and Italian
Italian 1103	4	0.25	French and Italian
Italian 5101	5	0.25	French and Italian
Japanese 1103.01	4	0.25	East Asian Languages and Literatures
Japanese 2102.01	5	0.25	East Asian Languages and Literatures
Japanese 2141	4	0.25	East Asian Languages and Literatures
Japanese 2151	5	0.25	East Asian Languages and Literatures
Japanese 4101	5	0.25	East Asian Languages and Literatures
Japanese 4102	5	0.25	East Asian Languages and Literatures
Japanese 4142	5	0.25	East Asian Languages and Literatures
Japanese 4152	5	0.25	East Asian Languages and Literatures
Japanese Individualized Instruction (II)	1-4	0.25	East Asian Languages and Literatures
Korean 1101	4	0.25	East Asian Languages and Literatures
Korean 1101.01	4	0.25	East Asian Languages and Literatures
Korean 1102.01	4	0.25	East Asian Languages and Literatures
Korean 1103	4	0.25	East Asian Languages and Literatures

Course #	Credit Hours	FTE	Unit
Korean 1103.01	4	0.25	East Asian Languages and Literatures
Korean 2102.01	5	0.25	East Asian Languages and Literatures
Korean 4101.01	5	0.25	East Asian Languages and Literatures
Korean 4102.01	5	0.25	East Asian Languages and Literatures
Korean 5501.01	4	0.25	East Asian Languages and Literatures
Korean Individualized Instruction (II)	1-4	0.25	East Asian Languages and Literatures
Latin 1102	5	0.25	Classics
Linguistics 6000	1	0.08	Linguistics
Linguistics 7890.01	1-3	0.17	Linguistics
Modern Greek 1101	5	0.42	Classics
Modern Greek 1102	5	0.42	Classics
Music—Individual lesson courses	6 lessons	0.25	School of Music
Neurobiology of Behavior 4550	3	0.38	Evolution, Ecology and Organismal Biology
Polish 1101	4	0.25	Slavic and East European Languages and Cultures
Polish 1102	4	0.25	Slavic and East European Languages and Cultures
Polish 1103	4	0.25	Slavic and East European Languages and Cultures
Polish 2104	4	0.25	Slavic and East European Languages and Cultures
Portuguese 1101-1103.51	1-4	0.25	Spanish and Portuguese
Quechua 5501.01	4	0.25	Spanish and Portuguese
Quechua 5502.01	4	0.25	Spanish and Portuguese
Quechua 5503.01	4	0.25	Spanish and Portuguese
Quechua 5504.01	4	0.25	Spanish and Portuguese
Quechua Curriculum Development	N/A	0.25	Spanish and Portuguese
Romanian 1101	4	0.25	Slavic and East European Languages and Cultures
Romanian 1111	8	0.50	Slavic and East European Languages and Cultures
Russian 1101.01	4	0.25	Slavic and East European Languages and Cultures
Russian 1102.01	4	0.25	Slavic and East European Languages and Cultures
Russian 1103.01	4	0.25	Slavic and East European Languages and Cultures
Russian 2104.01	4	0.25	Slavic and East European Languages and Cultures
Russian 3101	4	0.25	Slavic and East European Languages and Cultures

Course #	Credit Hours	FTE	Unit
Russian 3102	4	0.25	Slavic and East European Languages and Cultures
Russian Individualized Instruction (II)	1-4	0.25	Slavic and East European Languages and Cultures
Russian Individualized Instruction (II) Coordination, includes Russian 1101, 1102, 1103, 2104, 3121, 3122, 6171, 6172	N/A	0.25	Slavic and East European Languages and Cultures
Shop or Studio Instruction/Operation	N/A	.125-.25	Department of Art
Somali 1101	4	0.25	African American and African Studies
Somali 1102	4	0.25	African American and African Studies
Somali 1103	4	0.25	African American and African Studies
Somali 2201	4	0.25	African American and African Studies
Somali 2241	4	0.25	African American and African Studies
Somali 3301	4	0.25	African American and African Studies
Somali Course Development	N/A	0.25	African American and African Studies
Spanish 1101.01	4	0.25	Spanish and Portuguese
Spanish 1102.01	4	0.25	Spanish and Portuguese
Spanish 1103.01	4	0.25	Spanish and Portuguese
Spanish 1155	4	0.25	Spanish and Portuguese
Spanish 2200H	4	0.25	Spanish and Portuguese
Spanish 2201.51 Individualized Instruction (II)	1-3	0.25	Spanish and Portuguese
Spanish 2202.51 Individualized Instruction (III)	1-3	0.25	Spanish and Portuguese
Spanish 5689 (Spanish in Ohio: An Experiential Course) Outreach	N/A	0.25	Spanish and Portuguese
Spanish Curriculum Development	N/A	0.25	Spanish and Portuguese
Spanish Individualized Instruction Coordination	N/A	0.25	Spanish and Portuguese
Spanish Testing Coordinator	N/A	0.25	Spanish and Portuguese
Swahili 1101	4	0.25	African American and African Studies
Swahili 1101.01	4	0.25	African American and African Studies
Swahili 1102	4	0.25	African American and African Studies
Swahili 1103	4	0.25	African American and African Studies
Swahili 2201	4	0.25	African American and African Studies
Swahili 2201	4	0.25	African American and African Studies
Swahili 2241	4	0.25	African American and African Studies
Swedish 1101	4	0.25	Germanic Languages and Literatures

Course #	Credit Hours	FTE	Unit
Swedish 1102	4	0.25	Germanic Languages and Literatures
Swedish 1103	4	0.25	Germanic Languages and Literatures
Theatre 2100 Text Revision	N/A	0.25	Theatre
Turkish 1101	4	0.25	Near Eastern Languages and Cultures
Turkish 1102.01	4	0.25	Near Eastern Languages and Cultures
Turkish 3001	4	0.25	Near Eastern Languages and Cultures
UG Group Studies 3194	4	0.23	Evolution, Ecology and Organismal Biology
UG Individual Studies 3193	3	0.08	Evolution, Ecology and Organismal Biology
Vertebrates 4210	2	0.28	Evolution, Ecology and Organismal Biology
WGSST 3385 - Internship and Lecture	1	0.25	Women's, Gender and Sexuality Studies
Yoruba 1101	4	0.25	African American and African Studies
Yoruba 1102	4	0.25	African American and African Studies