



PATTERN OF ADMINISTRATION
Department of Speech and Hearing Science

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I. INTRODUCTION

This document provides a description of the Department of Speech and Hearing Science as well as a description of its guidelines and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the University to which the Department and its faculty are subject. The University rules, policies and procedures, and changes in them, as well as published guidelines from the Office of Academic Affairs supersede the Department's Pattern of Administration when they are in conflict. Information concerning the appointment and review of faculty members can be found in the document *Appointments, Promotion and Tenure Document: Criteria and Procedures*.

This pattern of administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approve by the the College of Arts and Science and the Office of Academic Affairs.

II. MISSION STATEMENT

The Ohio State University aspires to be among the world's truly great universities—advancing the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge. Four core elements are seen as critical components in terms of achieving the university's goal: Becoming a national leader in the quality of our academic programs; becoming universally recognized for the quality of the learning experience we offer our students; creating an environment that truly values and is enriched by diversity; and expanding the land-grant mission to address our society's most compelling needs.

The mission of the Division of Social and Behavioral Sciences in the College of Arts and Sciences is to achieve excellence in research, teaching, and service. Excellence in research means attainment of international recognition, as evidenced by comparative rankings, external funding, awards, and honors in both basic and applied research in the social and behavioral sciences. Excellence in teaching means providing to all students the opportunity to realize their full capabilities for learning in the social and behavioral sciences and providing to the most capable and motivated students an enhanced learning experience. Excellence in service means making available a high level of professional expertise and experience to the public including the University, Columbus community, State of Ohio, and the nation, as well as to professional organizations.

The mission of the Department of Speech and Hearing Science is to serve and advocate for persons affected by communication disorders through advancing knowledge of normal and disordered communications and promoting excellence by educating leaders in speech and language pathology and audiology. The Department Vision is to strive to be universally recognized and respected for diversity, innovation and inspiration in our synthesis of science and practice

The programs of the Department encompass the research, education and clinical service activities required in scholarly pursuits in the areas of speech-language pathology, audiology, and speech science and hearing science. The Department maintains an undergraduate major (which also serves as an undergraduate pre-professional program in speech-language pathology and audiology) as well as two professional graduate programs (a MA program in speech-language pathology and an AuD program in audiology) and a Ph.D. program. The faculty of the Department will consist of individuals whose research interests and expertise maintain an appropriate balance among the areas of the discipline. The Department seeks continuous improvement in all areas of research, instruction, and service to the University and to our discipline.

III. Academic Rights and Responsibilities

In April, 2006, the University issued a reaffirmation of academic rights, responsibilities and processes for addressing concerns (<http://oaa.osu.edu/rightsandresponsibilities.html>).

IV. FACULTY

The faculty of the Department of Speech and Hearing Science is composed of tenure-track faculty, research faculty, clinical faculty and associated faculty as defined by the Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules.html>). Although they are not officially classified as "Faculty," the Department also recognizes the contributions of the A&P Staff of the Department (especially those associated with the Speech-Language-Hearing Clinic) to the preparation of students in the discipline, especially in terms of the clinical training of students in the professional MA-SLP and AuD programs.

A. Tenure-track Faculty

The tenure-track faculty is comprised of all persons with the title of instructor, assistant professor, association professor and professor who have a faculty appointment involving at least a 50% appointment in the Department of Speech and Hearing Science.

B. Clinical Faculty

The clinical faculty is comprised of all persons with the title of clinical professor of speech and hearing science, clinical associate professor of speech and hearing science, clinical assistant professor of speech and hearing science, and clinical instructor of speech and hearing science. These are non-tenure-track positions. Clinical faculty members shall be engaged in activities related to the education and training of students in the pre-professional undergraduate program, the professional MA-SLP program and the AuD program and to clinical research related to professional activities and training. The primary responsibilities of clinical faculty members are anticipated to fall in the area of teaching of clinical or practical courses and practicum supervision. The courses to be taught by clinical faculty are anticipated to be almost exclusively practitioner-oriented courses, rather than theoretical or empirical courses. Clinical faculty members can serve as a member of the

Curriculum Committee, the Facilities Committee, the Audiology Oversight Subcommittee, the Speech-Language Oversight Subcommittee, the Graduate Studies Committee, Student Award Committees, etc. Clinical faculty members may not serve on the Promotion and Tenure Committee or Search Committees for tenure-track faculty. Clinical faculty members may also serve as co-advisors on MA or AuD Committees and members of PhD Committees. The cap on the number of clinical faculty members is 20% of the total number of tenure-track, clinical, and research faculty members [in the College of Arts and Sciences](#).

C. Research Faculty

The research faculty is comprised of all persons with the title of research assistant professor, research associate professor, and research professor. These are non-tenure-track positions. Research faculty members are researchers and shall be engaged in research related to the mission and goals of the academic unit. Research faculty members may serve (but are not required to serve) as members of the Facilities Committee, the Audiology Oversight Subcommittee, the Speech-Language Oversight Subcommittee, the Graduate Studies Committee, Student Award Committees, etc. Research faculty members cannot serve on the Promotion and Tenure Committee or on Search Committees. Research faculty members may also serve as co-advisors on MA or AuD Committees and members of PhD Committees. The cap on the number of research faculty members is 20% of the total number of tenure-track faculty members. This cap can be changed by a majority-vote of the tenure-track faculty.

D. Associated Faculty

Associated faculty members are persons with adjunct titles, visiting titles, and lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling <50% service to the University. Persons with tenure-track, clinical, or research faculty titles may not hold associated titles. Persons holding associated titles are not eligible for tenure and may not participate in the promotion and tenure reviews of tenure-track, clinical, or research faculty. (See Faculty rule 3335-5-19.)

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

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

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

E. Courtesy Faculty

Courtesy appointments can be extended to tenure-track, clinical, or research faculty from other tenure-initiating units at The Ohio State University who make a substantive contribution to the Department of Speech and Hearing Science. Although joint appointments do not require annual renewal, continuing contribution to the Department is assumed for those holding such appointments. Reappointment decisions must be made, in consultation with the Department's tenure-track faculty members, at least every 3 years.

F. Voting Privileges

1. Voting privileges on matters related to faculty appointments/hiring, promotion and tenure are explained in the department's Appointments, Promotion, and Tenure Document.
2. Voting privileges on other matters will be extended to tenure-track, research and clinical faculty who have a 50% or greater appointment in the Department.
3. Emeritus faculty, associated faculty and courtesy faculty do not have voting privileges on Departmental matters.
4. Although A&P Staff members employed by the Department as clinical supervisors do not have voting privileges, per se, clinical staff members with a 50% appointment or greater in the Department will be consulted on matters related to the pre-professional and professional programs.

V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The Department of Speech and Hearing Science requires a wide variety of support personnel to carry out its academic mission. These support staff include a fiscal officer, administrative assistants, secretaries, technical staff, clinical staff, and so forth. The Chair is ultimately responsible for hiring all support staff, though faculty who are impacted by such hires will be routinely consulted prior to each hiring decision. For example, the Chair of the Graduate Studies Committee would normally be consulted prior to hiring a Graduate Program Coordinator and the Director of the Speech-Language-Hearing Clinic would be consulted prior to hiring a clinical staff member, and so forth.

VI. OVERVIEW OF DEPARTMENT ADMINISTRATION AND DECISION MAKING

Policy and program decisions are made in a number of ways: by the Department faculty as a whole, by standing or special committees of the Department, or by the Chair. The nature and importance of any individual matter determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more widespread the consultation on a decision needs to be. Open discussions—both formal and informal—constitute the primary means of reaching consensus on decisions of central importance. The Department may develop advisory bodies to consider and make recommendations on any issue requiring a decision, from program requirements to salary recommendations. However, the Chair is ultimately responsible for all decisions and/or recommendations to a higher level of administration. The Chair has ultimate responsibility for allocating the Department's resources in a way that makes the most fiscal and programmatic sense and cannot delegate that responsibility.

VII. DEPARTMENT ADMINISTRATION

A. Chair

The title "Chair" is used to designate the head of the unit, as stipulated in the Rules of the University Faculty (Section 3335-3-34(F)).

The Chair is appointed in the manner outlined in the Rules of the University Faculty, Section 3335-3-35. The minimal duties of the Chair of the Department are described in Rule 3335-3-35 in the Rules of the University Faculty. The following is a paraphrase of those described duties along with specific additional requirements specified by the Department of Speech and Hearing Science.

1. The Chair has general administrative responsibility for the program, subject to the approval of the executive Dean of the College of Arts and Sciences.
2. In consultation with the faculty, the Chair shall develop a Pattern of Administration (POA). The Chair will also seek formal approval of this document by the faculty. This pattern of administration shall be made available to all present and prospective members of the faculty of the Department or school, and a copy shall be deposited in the office of the executive Dean of the College of Arts and Sciences and in the office of the Executive Vice President and Provost.

In terms of governance of the Department, the Chair will adhere to the policies and procedures:

- a. The Chair shall provide a schedule of all regular Department meetings to all faculty and staff members before the start of each semester. General meetings are called by the Chair when necessary, usually weekly or biweekly; in no case less frequently than once per semester (Rule 3335-5-18).
- b. Proposed Agenda and Minutes of all Department meetings and records of all other actions covered by the pattern of administration will be maintained in the Department office and will be available on the Bulletin Board on the Department's computer server.
- c. The Chair will consult with the faculty as a whole on all policy matters, and such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole. The Chair shall have the authority to act on behalf of the faculty and staff when time constraints prohibit advice from the faculty.
- d. In general, there is a presumption that decisions on matters of policy shall be made by majority vote of the eligible voters present, providing those present meet the quorum requirement of a majority of those eligible (see Section III above). Whenever the majority faculty rule is not followed, the Chair shall

explain the reasons for the departure to enhance communication and to facilitate understanding within the Department. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the decision of the majority by the faculty, the decision of the Chair and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a Department meeting with an opportunity for faculty to comment.

- e. The Chair will consult the faculty in the initiation and in the review and selection of new faculty members for appointment. More detail concerning faculty appointments can be found in the Department's Appointments, Promotion and Tenure Document.
 - f. The Chair shall appoint all Department committee chairs.
3. The Chair shall prepare, after consultation with the faculty and in accordance with the Pattern of Administration, a statement setting forth the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be contained in the *Appointments, Promotion and Tenure Document* of the Department of Speech and Hearing Science and will follow the guidelines provided by the Office of Academic Affairs. Again, the Chair will also seek formal approval of this document by the faculty and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the Chair will explain to the faculty the reasons for the departure.

The *Appointments, Promotion and Tenure Document* shall be made available to all present and prospective members of the Department of Speech and Hearing Science, and a copy shall be deposited in the office of the Dean of Social and Behavioral Sciences and in the Office of the Executive Vice President and Provost. At the beginning of each four-year term of the Chair of the Department, the members of the Department, the executive Dean of the College of Arts and Sciences and the Office of the Executive Vice President and Provost shall receive either a revision or a reaffirmation of the original statement.

- 4. The Chair shall operate the business of the Department with efficiency and dispatch.
- 5. The Chair shall plan with members of the faculty and the executive Dean of College of Arts and Sciences a progressive program.
- 6. The Chair shall evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.
- 7. The Chair shall evaluate faculty members periodically in accordance with criteria approved by the Board of Trustees and subject to instructions from the Executive

Vice President and Provost, and also according to such supplemental criteria as may be set up by the Department (see document on Appointments, Promotion and Tenure).

8. The Chair shall inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by the Department and to place in that file a response to any evaluation, comment or other material contained in the file.
9. The Chair shall recommend to the executive Dean of the College of Arts and Sciences, after consultation with the faculty in accordance with the Appointments, Promotion and Tenure Policy, appointments, promotions, dismissals, and matters affecting tenure of members of the Department.
10. The Chair shall encourage research and educational investigations.
11. The Chair shall see that all faculty, 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.
12. The Chair shall see that adequate supervision and training are given to those members of the faculty and staff who may profit from such assistance.
13. The Chair shall prepare (after consultation with the professors, associate professors and assistant professors with tenure) annual budget recommendations for the consideration of the executive Dean of the College of Arts and Sciences.
14. The Chair shall 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.
15. The Chair shall be reviewed at a time and by procedures in accordance with current rules of the University and the College of Arts and Sciences.

B. Committees

Unless otherwise indicated, each standing and ad hoc committee reports its deliberations and recommendations to the faculty for action. The Department Chair makes all committee chair appointments, unless indicated otherwise. Student representatives will be selected for all committees with the exception of the Promotion and Tenure Committee which will have no student representative. Each committee will determine the student qualifications and voting privileges. The Chair is an ex-officio member of every Department committee.

1. Graduate Studies Committee

The Graduate Studies Committee is responsible for administering the graduate programs of the academic unit and is the liaison between the Graduate School and the graduate faculty of the unit. Some of the major responsibilities of this committee are those specified in the current Graduate School Rules. Also included in these responsibilities is the recruitment of highly qualified graduate students (especially in the PhD program), oversight of admissions procedures, and review of graduate curriculum, rules and procedures on an annual basis. Changes to curriculum, rules and/or procedures may be initiated by member of the GCS or by the AuD Program Oversight Committee (see Section VI.B.2) or the MA-SLP Program Oversight Committee (see Section VI.B.3). Specific proposals for such changes will be brought to the Department's graduate faculty for discussion and approval. All official communications with the Graduate School will be the responsibility of the GSC Chair.

There will be three graduate faculty members of the Graduate Committee. The Chair of the Graduate Committee (appointed by the Department Chair). The appointment shall be for a term of three years (with one reappointment possible, though not guaranteed). The second graduate faculty member represent the faculty liaison to the AuD Program Oversight Committee and the third faculty member will represent the liaison to the MA-SLP Program Oversight Committee (these two committees are described below). Selection of these two members of the GCS will be made by the Department Chair in consultation with and following recommendations by members of the appropriate oversight committee. The term of appointment for these two faculty members will be 2 years (with one reappointment possible). There will also be a student member of the GCS who will be a PhD student in good standing. The term of appointment for the student will be one-year, with one reappointment possible. The student member will be chosen by the Department Chair in consultation with other members of the Graduate Faculty. Serving as an *ex officio* member of the GSC will be the Graduate Program Coordinator (a staff position).

2. AuD Program Oversight Committee

Day-to-day administration of the graduate professional program in audiology (the AuD program) will be the responsibility of the AuD Program Oversight Committee (APOC).

Specific responsibilities of the APOC will include the implementation of the rules and procedures established by the GSC and the Graduate School as they relate to the AuD Program. This will include determination of course offerings, examinations and student advising. The APOC shall also be responsible for reviewing applications to the AuD Program and making recommendations to the GSC regarding graduate admissions to the program. The APOC will also support the GSC in recruiting students into the AuD Program (and the PhD Program).

The members of this committee will include full-time faculty members who hold a 50% or greater appointment in the Department who are significantly involved in the area of audiology and hearing science. The clinical supervisors in audiology are also members of this Committee as well as other staff members who make significant contributions the area.

The Chair of the APOC will be appointed by the Department Chair in consultation with and following recommendations by members of the APOC. The term of office will be two years (with one possible reappointment).

3. SLP-MA Program Oversight Committee

Day-to-day administration of the graduate professional program in speech-language pathology (the MA-SLP program) will be the responsibility of the SLP Program Oversight Committee (SPOC).

Specific responsibilities of the SPOC will be the implementation of the rules and procedures established by the GSC and the Graduate School as they relate to the SLP-MA Program. This will include determination of course offerings, examinations and student advising. The SPOC shall also be responsible for reviewing applications to the SLP-MA Program and making recommendations to the GSC regarding graduate admissions to the program. The SPOC will also support the GSC in recruiting students into the SLP-MA Program (and the PhD Program).

The members of this committee will include full-time faculty members who hold a 50% or greater appointment in the Department who are significantly involved in the areas of speech-language pathology, speech science and/or language science. The clinical supervisors in speech-language pathology are also members of this Committee as well as other staff members who make significant contributions to the area.

The Chair of the SPOC will be appointed by the Department Chair in consultation with and following recommendations by members of the SPOC. The term of office will be two years (with one possible reappointment).

4. PhD Oversight Committee

Members of the GSC will also serve as the PhD Program Oversight Committee, with the Chair of the GCS serving as the PhD Program Coordinator. In this capacity the GSC will review the curriculum, rules and policies related to the PhD program, will present their recommendations for changes to the graduate faculty, will coordinate a review of the applicants for the PhD program by the graduate faculty, and will implement all relevant rules and policies related to the PhD program. The GSC will make recommendations to the Department Chair regarding funding of PhD students.

5. Undergraduate Studies Committee

Day-to-day administration of the undergraduate program in speech-language pathology will be the responsibility of the Undergraduate Committee.

The Undergraduate Committee is responsible for undergraduate major (and minor) curriculum recommendations, enrollment and counseling of undergraduate students, and credit evaluations. The Committee is also responsible for oversight of the undergraduate Honors Program. The Chair of the Undergraduate Committee will be appointed by the Department Chair. The term of office will be three years (with one possible reappointment).

Other members of the committee will include one tenure-track faculty member and the staff or clinical faculty member who is the advisor for the undergraduate student organization (the Ohio State Chapter of the National Student Speech-Language-Hearing Association, NSSLHA). The term of office will be two years (with one possible reappointment).

6. Clinic Committee

The Clinic Committee is responsible for assuring quality clinical services, student supervision in clinical, clinical education and business management and is responsible for determination of appropriate fees and for complying with the rules and procedures of the College of Arts and Sciences and the Office of the Vice President for Finance requests for annual statistical and earnings account summaries and projections. The Clinic Committee is also expected to support and facilitate clinical research to be conducted in the Speech-Language-Hearing Clinic by faculty members and/or clinic staff.

Proposed rule and/or policy changes affecting the academic program, students, or faculty or proposed changes in clinical program goals shall be presented at faculty meetings as recommendations for action. The committee will consist of one faculty member from the APOC, one faculty member from the SPOC, clinical faculty, all Clinic Supervisors and two graduate students (one AuD student and one MA-SLP student). Faculty and student appointments will be made by the Department Chair. The Director of Clinical Instruction and Research shall serve as Chair of the Clinic Committee.

7. Committee of the Eligible Faculty

The Committee of the Eligible Faculty is responsible for recommendations concerning promotion and tenure. Details on the committee are contained in the Appointments, Promotion, and Tenure Document.

8. Facilities Committee

The Facilities Committee is responsible for recommendations to the Chair and faculty concerning keys, space and equipment policies and maintenance. One member of the Committee shall be a faculty member, another will be a staff member and a third will be the Department Technician. All members of this committee shall be appointed by the Department Chair for a term of two years and may serve two consecutive terms if reappointed by the Department Chair.

9. Curriculum Coordinator

The Curriculum Coordinator will be responsible for submitting new course requests and modifications of existing courses to the Curriculum Committee of the College of Arts and Sciences for approval. Either the Chair of the AOS or the SLOS will function as the Curriculum Coordinator.

10. GTA Coordinator

The GTA Coordinator shall be responsible for the review of the teaching performance of GTAs who are solely responsible for an undergraduate course (GTAs who are working in support of a faculty instructor, will be reviewed by that faculty member). This will include a review of the course syllabus, the materials on the Carmen site for the course (if used), course readings, exams and SEIs. One of the members of the GSC will function as the GTA Coordinator.

11. Library Coordinator

The Library Coordinator is responsible for coordinating with the various Ohio State Libraries in terms of new acquisitions and policies related to the Department. The Library Coordinator shall be either a Faculty or Staff member appointed by the Department Chair for a term of two years and may serve two consecutive terms if reappointed by the Department Chair.

12. Development Initiatives Coordinator

The Development Initiatives Coordinator will be responsible for coordinating activities (meeting, letter writing campaigns, etc.) related to Department fundraising. The DI Coordinator shall be either a Faculty or Staff member appointed by the Department Chair for a term of two years and may serve two consecutive terms if reappointed by the Department Chair.

13. Ad Hoc Committees

Ad hoc committees are temporary committees that are responsible for carrying out duties in a specific area and for a particular purpose (e.g. recruiting new faculty, developing policies or procedures for use of space and equipment) as outlined by the Chair. All members of these committees shall be appointed by the Department

Chair for a term of one year and may serve two consecutive terms if reappointed by the Department Chair.

C. Department Meetings

1. Attendance

“Department Meetings” that are open to faculty holding primary faculty appointments in Speech and Hearing Science (including tenure-track faculty, research faculty, and clinical faculty), staff, elected student representatives, any invited persons, and any others specified in the official Rules of the University Faculty will be called “Department Meetings.” The Chair of the Department will preside over these meetings.

Voting Privileges during Department Meetings are outlined in Section III. F.

2. Meeting times

Meetings are called by the Chair when necessary, usually weekly or biweekly; in no case less frequently than once per semester. The Chair shall inform the faculty and staff of the times and locations of faculty meetings in a timely manner.

3. Meeting Agenda

Department meeting agenda are established by the Chair. Anyone wishing to place an item on the agenda may contact the Chair prior to the meeting to request that the item be included. The Chair will make every effort to include all such requested items in the next Department meeting. Agenda items that are not addressed in a given Department meeting will be brought up at the next Department meeting. If the item is of extraordinary importance, the Chair may convene a special faculty meeting to address it.

4. Definition of a Quorum

A quorum is present if 50% or more of the voting faculty members are in attendance. Normally, a majority of the votes of those faculty members present are needed to approve those matters on which a vote is taken.

VIII. DISTRIBUTION OF FACULTY DUTIES AND RESPONSIBILITIES

A. Overview

Tenure-track faculty are expected to engage in research, teaching, and service to the university, the Department, their individual area(s), and the profession. The Department Chair is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that Departmental workload is distributed

equitably among faculty. While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the Chair assigns teaching and in most cases Departmental service. In making these assignments, the Chair must balance the needs of the Department with the preferences of the faculty member as well as his or her total workload within the context of the Department's policy on faculty duties and responsibilities.

Clinical faculty members are expected to contribute to the University's mission via teaching and service, and to a lesser extent, scholarship. Research faculty members are expected to contribute to the University's mission via research and service.

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. On-duty faculty should not be away from campus for extended periods of time unless on an approved SA or a Faculty Professional Leave (FPL). Faculty Rule 3335-5-08 requires that absence from campus for more than 10 business days (not necessarily contiguous) during a semester be approved by the Chair, Dean, and Executive Vice President and Provost. If faculty are engaged in or are assigned efforts that exceed the norm in any one or two of the teaching, research, or service categories by a considerable degree, their workload expectations can be reduced in the remaining categories.

The Chair is responsible for making all exceptions to the normal workload expectations for the tenure-track and clinical faculty. The Chair may decline to approve requests for workload adjustments when approval of such requests is not judged to be in the best interests of the Department. Even though there will be some variation in effort allocated to the teaching, research, and service areas among faculty, all faculty are expected to make some contribution to each of the three areas. The workload guidelines outlined here does not constitute a contractual obligation. Fluctuations in the demands and resources of the Department College and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

B. Faculty Teaching and Teaching Load Guidelines

Providing high quality graduate and undergraduate education is an essential aspect of the Department's mission. Each faculty member is expected to engage in activities that contribute to the Department's graduate and undergraduate programs.

The standard teaching load in the Department for tenure-track faculty (following guidelines established by the Office of the executive Dean of the College of Arts and Sciences) is four regular courses per academic year. However, the actual annual formal course load for individual faculty may vary for a number of reasons including high levels of research productivity, successful grant activities, increased service load, etc. In addition, as a product of hiring negotiations, the Chair may grant new faculty lower course loads in their first and second years in residence to facilitate initiation of their research programs. However, by University policy, faculty cannot reduce their course load to zero,

even with grants, as long as they are receiving any general funds support from the university.

Clinical faculty members are expected to contribute to the Department's teaching in courses or instructional situations involving live clients; courses or instructional situations involving the simulation of live clients; or courses or instructional situations involving professional skills (in speech-language pathology or audiology). The standard teaching assignment for full-time clinical faculty members is six courses per academic year.

Where appropriate, associated faculty—specifically, lecturers—may be hired to teach individual courses. Currently the Department appoints lecturers (who teach either one or two courses) on a semester by semester basis and follows the guidelines of the College of Arts and Sciences and the Office of Academic Affairs in making such appointments (<http://oaa.osu.edu/assets/files/documents/FacultyRankTitleCodes.pdf>). The standard teaching assignment for full-time lecturers is eight courses per academic year; however, the Department of Speech and Hearing Science normally appoints only part-time lecturers.

It is recognized that the effort required to teach any given course is related to a variety of factors such as: the number of students enrolled, the availability of instructional support staff, the nature of the material being taught, the number and type of assignments to be graded, the method of instructional delivery, and other factors. In addition, consideration of effort allocated to teaching includes not only formal classroom teaching, but also non-classroom activities that contribute to the education of graduate and undergraduate students such as mentoring graduate student theses and dissertations, serving on graduate exam committees, advising undergraduates in independent study projects, and so forth. As explained in Section VIII of this document, individual faculty workloads can vary from the standard depending on the extent of faculty involvement in valued research and service activities as well as active involvement in the PhD program (which demands more one-on-one mentoring of students especially in the form of directed studies courses).

On-duty faculty members should not be away from campus for extended periods of time unless on an approved Special Assignment (SA, see <http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). Faculty Rules 3335-5-08 requires that absence from campus for more than ten consecutive business days during a semester be approved by the Chair of the Department, Executive Dean of Arts and Sciences, and the Provost.

C. Research/Scholarly Activities

Each full-time, tenure-track faculty member and each research faculty member is expected to participate in a continuous program of research that contributes to the advancement of speech and hearing science and to the national and international prestige of the Department. These activities include, but are not limited to, the preparation and submission of original research work for publication in the form of peer-reviewed articles, book chapters, monographs and/or books. Both tenure-track faculty and research faculty are also expected to seek external support for their research efforts and to make periodic presentations at regional, national and/or international professional meetings. It is expected that an active

program of research ~~by a faculty member~~ will result in regular significant publications (e.g., an article in a top-tier peer-reviewed journal, a book chapter published by a respected publisher). To the extent that tenure-track faculty are not meeting the minimal expectations regarding contributions to the Department's research mission, they can be assigned additional teaching responsibilities to constitute a full workload. Failure of research faculty to meet expectations will result in non-renewal of their contract.

Timely submission of applications for funding of research activities to appropriate agencies outside the university is also expected. It is recommended that tenure-track faculty have a goal of submitting an average of one research proposal (competitive or continuing) per year; research faculty should have a goal of one or more. While it is acknowledged that quality of scholarship cannot be measured by numbers of publications, both tenure-track faculty and research faculty are expected to maintain a significant research program that results in publications on a regular basis in high-quality journals or in books.

D. Service Activities

Academic, administrative, and professional service is an integral aspect of faculty responsibilities and thus faculty are expected to devote a portion of their overall effort to university, Department, and professional service.

Tenure-track faculty are expected to contribute to the day-to-day operation of their graduate program areas, serve on Departmental committees, and participate in College and University service activities periodically. Tenure-track faculty also are expected to make contributions to the discipline of speech and hearing science by serving as editorial reviewers for journals, serving on editorial boards and holding office in professional societies. Service responsibilities will fall disproportionately on tenured faculty (and less service is expected from untenured faculty members). On occasion, individual faculty will be called upon to perform extraordinary service to the Department, the university, or the field. To the extent that such service (e.g., becoming a journal editor) contributes to the Department's overall mission but is unusually time consuming, modifications to one's expected contributions to the teaching or research areas can be made by the Chair. For extraordinary service assignments, the faculty member will be responsible for documenting the time commitment associated with such service and, if necessary, justifying the value of this service to the Department. In cases where a faculty member's service is unusually low, the Chair can assign an additional course to constitute a full work load.

Both clinical faculty and research faculty are expected to serve on Departmental committees. Clinical faculty are encouraged to make contributions to professional organizations. Research faculty are encouraged to make contributions to the discipline of speech and hearing science by serving as editorial reviewers for journals, serving on editorial boards and holding office in professional societies.

E. Mechanism for Departure from Average Expected Level of Activity

Deviations from these guidelines are to be negotiated with the Department Chair. Except in extenuating circumstances such as serious illness or disability, such negotiations must be initiated one semester prior to the semester affected by the change in assignment. The nature of the change, the effective dates (beginning and ending) and the plan for accommodating the change in assignment will be recorded in the faculty member's permanent file.

F. 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>). The information provided below supplements these policies.

Untenured faculty will normally be provided an SA for research for one semester, during their probationary period. Reasonable efforts will be made to award SA opportunities to all other faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. The department's committee on *[insert appropriate peer group here]* will evaluate all SA proposals and make recommendations to the chair. The chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

G. Parental Modification of Duties

The University provides a number of benefits to its faculty who are new parents, including exclusion of time from the probationary period to reflect the caregiving responsibilities associated with the birth or adoption of a child and setting aside pre-tax dollars for child care expenses in a flexible spending account. The University Parental Leave Policy (Policy 6.27b) allows for a specified period of paid leave for faculty following the birth or adoption of a child. The College of Arts and Science has an established guidelines on parental modification of duties which is offered as a supplement. See the college pattern of administration at (<http://oaa.osu.edu/governance.html>) for details.

IX. COURSE OFFERINGS AND TEACHING SCHEDULE

The course offerings for a given academic year are determined by the faculty during Department meetings (or during special meetings of faculty from the two specific program areas of hearing and speech-language). Determination of particular courses and quarter of offer are a product of availability of faculty and instructors and the programmatic needs at the Baccalaureate, Masters, or Doctoral level.

Specific teaching schedules—including term of offer and instructor—for a given academic year are determined by the Chair, in consultation with the faculty during the prior Spring

Semester. The Chair is also responsible to scheduling the times and day(s) of offer for each academic term. The Chair shall develop each term's course schedule and will circulate the proposed schedule to every faculty member for comment at least one week prior to the University's deadline for submission of the schedule.

X. ALLOCATION OF DEPARTMENT RESOURCES

The Chair is responsible for allocation of all Departmental resources such as space assignments, travel funds, copying funds, equipment funds, allocation of graduate associateships supported by Department funds and so forth. Allocations to faculty are based on instructional needs (e.g., copying for courses) and individual productivity (e.g., travel funds for presentation of conference papers). For some Departmental resources, decisions on allocations are delegated to Departmental committees (e.g., equipment, colloquium). Specific policies regarding matters such as the support of graduate students on associateships and/or guidelines regarding allocation of office and laboratory space may be developed and implemented by the Chair after consultation with the faculty. Ordinarily, the Chair will engage in greater consultation with the faculty the more valuable the resource to be allocated.

XI. 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/handbook.html>) and the Office of Human Resources Policies and Procedures website [<http://www.hr.osu.edu/policy/index.aspx>]. The information provided below supplements these policies.

A. Discretionary Absence

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

B. Absence for Medical Reasons

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

leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27, <http://www.hr.osu.edu/policy/policy627.pdf>.

C. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45 (<http://hr.osu.edu/policy/policy645.pdf>). Faculty members are expected to make an official request to the Chair and such requests are approved at the discretion of the Department (in consultation with the College of Arts and Sciences).

D. Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves (<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>). The information provided below supplements these policies.

The Department's tenured faculty will review all requests for faculty professional leave and make a recommendation to the Department Chair based on the following criteria: (1) strength of the proposal in terms of scholarship, (2) nature of the proposed activities during the FPL and (3) potential for benefit to the applicant and to the Department.

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

- XII. SUPPLEMENTAL COMPENSATION AND EXTERNAL PROFESSIONAL ACTIVITY
- Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>). The information provided below supplements these policies.

This department adheres to these policies in every respect. In particular, this department expects faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the department chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is university policy that

faculty may not spend more than one business day per week on supplemental compensated activities and external consulting combined.

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

XIII. FINANCIAL CONFLICTS OF INTEREST

Information on faculty supplemental compensation is presented in the University's Policy on Faculty Financial Conflict of Interest (<http://oaa.osu.edu/assets/files/documents/financialconflictofinterest.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 research. Faculty members with external funding or otherwise required by university policy are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

XIV. GRIEVANCE PROCEDURES

Appeals and grievances can involve a wide range of issues. While it is impossible to address every possible form of grievance, several common types of complaints are addressed here.

When any type of complaint or appeal is lodged, it is important for all members of the Department to understand, and for the Chair to communicate where appropriate, that retaliation of any form against a person who complains will not be tolerated by the University. When presented with a complaint, the Chair shall consult with the College and with University personnel knowledgeable in handling complaints (i.e., relevant Vice Provost, Office of Consulting Services, Legal Affairs) if there is any question regarding proper process or if the complaint includes complex issues.

The Department follows current College and University procedures with respect to grievances including such matters as:

A. Salary Grievances.

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the Chair. The faculty or staff member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter may be eligible to file a more formal salary appeal (The Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>).

Staff members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter should contact Consulting Services in the Office of Human Resources (www.hr.osu.edu/).

B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-044 (<http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html>).

C. Faculty Promotion and Tenure Appeals.

Promotion and tenure appeals procedures are set forth in Faculty Rule 333-5-05 (<http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html>).

D. Sexual Harassment

The University's policy and procedures are set forth in OHR Policy 1.15 (<http://www.hr.osu.edu/policy/policy115.pdf>).

E. Student Complaints

Student complaints about courses and/or faculty normally will be 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 consult with the vice chair in charge of curricular matters. That vice chair then will ascertain whether or not the students require confidentiality. If confidentiality is not required, the vice chair will investigate the matter fully and fairly and provide a response to both the students and affected faculty. If confidentiality is required, the vice chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student on options to pursue without prejudice as to whether or not the complaint is valid. Faculty complaints regarding students must always be handled in accordance with appropriate 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. Faculty complaints regarding students must always be handled in accordance with appropriate 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> for more information).

F. Code of Student Conduct

In accordance with the Code of Student Conduct (<http://studentaffairs.osu.edu/csc/>), faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct.