

**Pattern of Administration
for
The Ohio State University
Department of English**

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Table of Contents

I.	Introduction	3
II.	Department of English Mission	3
III.	Academic Rights and Responsibilities	3
IV.	Faculty and Voting Rights	3
V.	Organization of Departmental Services and Staff	4
VI.	Overview of Department Decision-Making	5
VII.	Department Administration	6
	A. The Chair	66
	B. Other Administrators	7
	C. Committees	9
	D. Student Organizations.....	15
VIII.	Faculty Meetings.....	15
IX.	Distribution of Faculty Duties, Responsibilities, and Workload	16
	A. Tenure-track Faculty	17
	B. Teaching Faculty.....	19
	C. Associated Faculty.....	19
	D. Modification of Duties	20
X.	Course Offerings, Teaching Schedule, and Grade Assignments.....	20
XI.	Allocation of Departmental Resources.....	21
XII.	Leaves and Absences	22
	A. Discretionary Absence	22
	B. Absence for Medical Reasons	22
	C. Unpaid Leaves of Absence	22
	D. Faculty Professional Leave (FPL) and External Fellowship Subsidy (EFS)	23
	E. Parental Leave.....	23
XIII.	Additional Compensation and Outside Activities.....	23
XIV.	Financial Conflicts of Interest	24
XV.	Grievance Procedures.....	24
	A. Salary Grievances	25
	B. Faculty Promotion and Tenure Appeals.....	25
	C. Faculty and Staff Misconduct.....	25
	D. Harassment, Discrimination, and Sexual Misconduct	25
	E. Violations of Laws, Rules, Regulations, or Policies	25
	F. Complaints by and about Students.....	26
	G. Academic Misconduct.....	26

I. Introduction

This Pattern of Administration provides a brief description of the Department of English as well as a description of its administrative organization, 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. University rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. In keeping with Faculty Rule [3335-3-35\(C\)\(2\)](#), within the first year of their appointment or reappointment, the department chair shall review the Pattern of Administration in consultation with the faculty. Any revisions shall be made with broad faculty input, obtained through review and consultation with Executive Committee, Directors Committee, the P&T Committee, and other key stakeholders. At other times, revisions may be proposed by the department chair or recommended to the department chair by unit committees or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic reaffirmation, will be made in consultation with the department faculty and are subject to approval of the College of Arts and Sciences and the Office of Academic Affairs (OAA).

II. Department of English Mission

The Department of English creates and teaches knowledge about literature, poetics, writing, media, language, and cultures in the English-speaking world. The Department serves constituents both inside and outside the University (including interdisciplinary programs, service- learning projects, and the discipline at large) and prepares students for careers inside and outside of academia. We believe that the analytical study of our sub- disciplines helps develop logical thought, awareness of the complexity of texts and of value judgments, apprehension of others' points of view, and imagination. English studies can expand creative, communicative and cognitive capacities; can sharpen the ability to make difficult judgments; and can help us understand societies, times, and cultures different from our own.

III. Academic Rights and Responsibilities

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

IV. Faculty and Voting Rights

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of the Department of English includes tenure-track faculty, teaching faculty, and associated faculty.

The Department of English makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of departmental governance, with the exception of joint-appointed faculty whose tenure initiating unit (TIU) is in another unit, who may not vote on personnel matters.

The Department of English makes teaching appointments. Teaching faculty titles are teaching instructor, assistant teaching professor, associate teaching professor, and teaching professor. Teaching faculty may

vote in all matters of departmental governance except tenure-track faculty appointment, promotion and tenure decisions. Teaching faculty may vote on teaching matters, including appointment, reappointment, and promotion reviews of teaching faculty.

Teaching Faculty Appointment Cap

This department's appointment cap on teaching faculty in relation to the total of tenure-track and teaching faculty is established in the [college pattern of administration](#).

The Department of English makes associated faculty appointments. Associated faculty titles include lecturer titles and visiting titles.

On January 30, 2018, the department faculty voted to extend governance rights to associated faculty. Associated faculty, with the exception of visiting faculty, may vote in all matters of departmental governance except personnel decisions. In line with Office of Academic Affairs policy, visiting faculty may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

Emeritus faculty in the department may be asked to consult with departmental committees as needed but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

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

The responsibilities of the Graduate Faculty are spelled out in section 12.4 of the [Graduate Faculty Handbook](#).

With approval of the Graduate Studies Committee and Graduate School, the Department appoints tenure-track faculty in the department (including those jointly appointed in other units) to graduate faculty status as follows:

- instructors and assistant professors to graduate faculty "M" status
- associate professors and professors to graduate faculty "P" status
- emeritus faculty to graduate faculty "P" status in cases where the emeritus faculty member 1) requests continued graduate status; and 2) plans to remain active in research and scholarship. Initial emeritus graduate faculty appointments are for a term of no more than five years and may be extended by another request.

Faculty in other units will be considered for appointment to the department graduate faculty upon application to and nomination of the Graduate Studies Committee.

V. Organization of Departmental Services and Staff

The departmental staff includes Administration and Professional (A&P) and Classified Civil Service (CCS) staff, including staff who are embedded in the department while having reporting or funding lines in

other units. All subsequent references to “staff” include these groups, unless otherwise noted. The staff works closely with the chair and faculty leadership to manage, guide and implement business operations, provide student and academic support and planning; and implement strategic vision, planning, and data analysis. Departmental staff participate in departmental governance as voting members of the English Department Council and members of standing committees, as described in section VIIC below. Wherever possible, the department strives to support the professional development of staff through individual coaching; shared, cross-functional teams and communication; and opportunities for special projects and initiatives to enhance professional growth. Within the context of this shared vision, staff are organized into two overlapping areas:

Business Operations: The Senior Manager of Business Operations is responsible for the strategic planning, analysis, and ongoing operations of finance, personnel, facilities, equipment, systems, and communication, and their processes in a cross-functional and cross-programmatic environment. The senior manager works closely with the Chair, faculty program directors, Program Manager for Undergraduate Studies, and the Coordinator for Scheduling and Student Retention to align strategy with business resources, as well as to drive efforts to ensure long-term business viability while maximizing value of the department’s services. The senior manager also supervises the department’s Administrative Assistant, Financial Officer, Digital Media Project (DMP) Manager, Graduate Program Coordinator, and Creative Writing Program Assistant. While individual Human Resources (HR) actions are handled by the university HR and Talent Acquisitions consultants assigned to the department, the departmental business operations team works collaboratively to guide students and faculty about university HR policies and resources, including information provided in the departmental intranet site, [Engsource](#). In addition, the department’s administrative assistant supports the chair in faculty record and data keeping, including overseeing the processes for faculty hiring, annual review, and promotion and tenure.

Academic and Student Support Operations: Department staff in this area provide programmatic oversight and coordination as well as personalized student support to help students navigate systems, identify opportunities, and complete their degrees. At the undergraduate level, the undergraduate program manager oversees undergraduate recruitment, transfers, and advising, in concert with two professional academic advisors; works with the director of undergraduate studies and the coordinator for scheduling and retention to plan and implement changes in curriculum, guide faculty on policies, procedures and awards for students, and conduct assessment; and creates extra-curricular programming and partnerships. Support for the writing programs is provided by the Associate Director for Writing and Information Literacy in English and the coordinator for the Professional Writing Minor. Support for graduate students is provided by the Graduate Program Coordinator and the Creative Writing Program Assistant, who also serves as the M.A. in Medical Humanities and Social Sciences Graduate Studies Coordinator. The Undergraduate Studies Program Manager and the DMP Manager and Communications Supervisor hire, train, and supervise teams of undergraduate student employees who assist with front-office staffing and communications projects, respectively.

VI. Overview of Department Decision-Making

The Department of English reaches decisions about policies and programs in several ways: by vote of the English Department Council, by vote of standing or ad hoc committees, and/or by the actions of Departmental administrators, including the chair. The Department follows the general principle that the more important the matter to be decided, the more widespread the discussion about it needs to be. The Department values open discussion as a means by which to reach decisions on matters of importance. In principle, major policy matters will be decided by majority rule, though the chair has final authority for

Department policy. Whenever the chair does not follow the will of the majority, the chair is expected to explain, in writing or at a faculty meeting, the reasons for the departure from the principle, and must also allow the faculty to comment on the case. Meetings of the English Department Council are conducted in accord with Robert's Rules of Order.

VII. Department Administration

A. The Chair

Responsibilities

The primary responsibilities of the chair are described in Faculty Rule [3335-3-35](#). This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure. In consultation with the Promotion and Tenure Committee (see Section VII.C.9), the chair is responsible for updating the Department's Appointments, Promotion, & Tenure (APT) document.

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

- To uphold expectations of the Leadership Philosophy:
 - Uphold Ohio State's [Shared Values](#) and engender trust through words and actions.
 - Care for people and create conditions for well-being and productivity.
 - Set clear direction and goals for their teams and align to the mission of the department.
 - Solve problems and support their teams to adapt to changing contexts.
 - Drive cross-functional collaborations to advance goals of the department.
 - Demonstrate commitment to continuous growth for themselves and their teams.
- To have general administrative responsibility for departmental programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds, including grants and gifts, and the recruitment, hiring and supervision of faculty, teaching assistants, and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To assign workload according to the department's workload guidelines (see Section IX below) and faculty appointment type (and rank). Members of the faculty will be assigned to courses, teaching hours, and semesters on duty of service after consulting with the faculty member concerned and considering the instructional obligations of the department. Because the hours set for classes must always be adjusted to classroom availability and the teaching schedule of the whole Department, it is not always possible to satisfy everyone. To prevent scheduling issues, faculty members planning to apply for a fellowship, grant with teaching release, or Faculty Professional Leave are urged to consult with the chair before applying.

- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review and re-design by the faculty.
- To evaluate faculty members annually in accordance with university, college, and departmentally established criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file and to place in that file a response to any evaluation, comment, or other material contained in the file.
- After consultation with the eligible faculty, to make recommendations to the dean of the college regarding appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the department's faculty, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their rank; and in general, to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance, including connecting them with relevant resources; writing letters of support and nomination for awards and grants; and supporting professional development.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college and allocate departmental resources.
- To facilitate and participate in prescribed [academic program review](#) and strategic planning processes, in collaboration with the dean of the college and the Office of Academic Affairs.

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

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

B. Other Administrators

Any tenured member of the faculty with graduate faculty status “P” and assignment to the Columbus campus is eligible for the positions of Vice Chair; Vice Chair for Writing, Rhetoric, and Literacy; Director of Undergraduate Studies and Director of Graduate Studies. Other course and program directors, including Directors of Digital Media Studies, Disability Studies, and of individual Writing Programs and of Creative Writing, should be tenured faculty members in the appropriate field. The Chair has the authority to make these appointments, with consultation with a range of colleagues and with the faculty in the following manner. The Chair may call for nominations, including self-nominations, and must consult with a range of colleagues and, where appropriate, students. Furthermore, the Chair seeks approval by consensus of the Executive Committee for any of these appointments. The Executive Committee’s recommendation is advisory.

1. Vice Chairs

Two vice chairs are appointed by the chair to multi-year appointments, the length of which is determined by the chair. The Vice Chair for Writing, Rhetoric, and Literacy (WRL) has the responsibility to oversee the operations of the department’s writing programs, and to perform other duties as assigned by the chair. The second Vice Chair has the responsibility to assist the chair in supporting the research mission of the department and carrying out the duties of the chair’s office. Individual chairs will determine the specific duties of their vice chairs, but typical duties include assisting with annual reviews of faculty research and research leave requests; providing support for special curricular, procedural, research, and/or administrative projects; and supporting faculty hiring.

During the temporary absence of the chair, the vice chair, or, if not available, the vice chair for Writing, Rhetoric and Literacy, becomes acting chair.

2. Director of Graduate Studies (DGS)

The DGS chairs the Graduate Studies Committee and oversees its responsibilities as defined by the [Graduate School Handbook](#), including considering and recommending action on curricula, program changes, and graduate courses; establishing policies and procedures for assigning and changing advisors; appointing graduate faculty and considering and acting on requests for non-graduate faculty to teach courses for graduate credit; and considering and acting on student concerns and petitions. The DGS also reviews student requests for departmental and college research funding and plans workshops and other programming for graduate students to enhance academic and professional development, partnering with other units as appropriate.

In collaboration with the academic program coordinator and graduate committee members, the DGS also supervises the selection of nominees and submission of packets for the Graduate School’s Presidential Fellowship competition; oversees selection of departmental awards for students; maintains data about admissions, time to degree, job placement, and other aspects of the graduate program and shares with appropriate audiences as needed, including in annual university assessment reports; and maintains and updates relevant sections of the website

The DGS coordinates the recruitment, admissions and fellowship process for incoming MA/PhD students as follows:

- Distribute application files to all tenure-track faculty so that the faculty can evaluate prospective students and provide feedback; consult with area group conveners or other

representatives from area groups to determine a final list of admission and fellowship offers.

- Oversee the submission of fellowship nomination packets, including justification letters, to the Graduate School
- Host annual recruitment day and communicate with newly admitted students
- Host annual orientation in the fall semester

The chair has ultimate authority over all admission and fellowship decisions and will review and authorize offers of admission before they are sent to students.

3. Director of Undergraduate Studies (DUS)

As chair of the Undergraduate Studies Committee, the DUS leads the initiation and review of curricular and advising proposals for undergraduate courses and programs (except for English 1110); makes recommendations to the English Department Council on such matters; implements approved policies; and oversees selection of undergraduate awards. In addition, the DUS reviews and advises on undergraduate course offerings each semester; consults as needed with regional campus coordinators and faculty on issues related to the major, including participating with the chair in annual meetings with the faculty on each campus; communicates with and encourages faculty participation in events organized by the English Undergraduate Organization (EUGO); and assists undergraduates as needed with identifying faculty to advise independent studies and theses. The DUS also serves at the chair's designee in certifying reports sent by departmental instructors to the Committee on Academic Misconduct (COAM) and in reviewing grade complaints from undergraduates. The DUS, in conjunction with the faculty and staff members of the committee, also designs and organizes program assessments. Each newly appointed DUS will also review and revise, if necessary, the major program goals with the UGS Committee.

4. Course and program directors

Certain programs and courses within the department, such as Creative Writing; Digital Media Studies; Disability Studies; English 1110 (Writing and Information Literacy), and English 2367 are sufficiently complex for there to be a need for directors and, if necessary, assistant or associate directors. They perform such administrative and curricular duties as are assigned to them by the Chair or the Vice Chair for Writing, Rhetoric and Literacy.

C. Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The formally organized bodies and standing committees within the Department of English are established by the chair in consultation with the Executive Committee, and their composition can change to respond to the needs of the college and the university. In practice much of their business relates only to the Columbus campus, so their membership is mainly drawn from the faculty, staff, and students there. The Undergraduate Studies and Executive Committees typically have representation from the regional campuses, as determined by their faculty. If faculty from regional campuses are not available for these committees and for all committees that do not have representation from regional campuses, it is the responsibility of the chair to consult with regional faculty members on business that affects them. Unless otherwise specified, committee members and chairs are appointed by the department chair who may consult with the Executive Committee or other

committee chairs. The department chair (or vice chair designee) is an ex-officio member of all department committees but is not a member of the eligible faculty for votes on faculty appointments and promotions or a voting member of the Promotion and Tenure committee (see APT document). Other ex officio members of committees are described below. Ex officio members and student members have voting privileges unless otherwise specified or limited by university rule.

The membership and functions of these bodies are as follows:

1. The English Department Council (EDC)

The English Department Council (EDC) collaborates with the chair to frame all department policies. It comprises all members of the department holding tenure-track appointments, all members of the teaching faculty, all members of the associated faculty, all members of the department's staff, and up to six students (four graduate students and two undergraduates, determined by the English Graduate Organization and the English Undergraduate Organization, respectively). The functions of the EDC include: discussion and decisions surrounding curriculum, department policy and procedures, faculty appointments, and other department, college, or university business. See Section VIII for more details.

2. The Executive Committee (EC)

The Executive Committee (EC) comprises the chair, the vice chair, one elected tenure-track faculty member from the regional campuses, and ten elected members from the Columbus campus: two from each of the three tenure-track faculty ranks, one from the associated faculty, one from the teaching faculty, one from the staff who are appointed or embedded in the department, one graduate student, and one undergraduate who is the president of the English Undergraduate Organization (EUGO). All members have voting privileges; however in cases of business pertaining to personnel matters, student representatives will be excused from the meeting.

Columbus tenure-track members are elected from a slate of candidates consisting of those members of the faculty who will be available for service during the period involved. To be eligible for service a faculty member must be on duty at least one of the two semesters in which the committee regularly meets. Faculty members are not eligible if they hold administrative or joint appointments outside the department of 75% or greater or if they are already serving as Vice Chair or Vice Chair for Writing, Rhetoric and Literacy, or as Director of Graduate Studies, Undergraduate Studies, Creative Writing, or Writing and Information Literacy.

- A nominating ballot precedes each election of the Columbus tenure-track faculty, and the two persons in each rank with the most nominating votes then stand for election. If there is only one faculty member in the assistant professor rank, the total number of elected tenure-track faculty in that rank will be reduced by one and an additional member from the rank with the largest numbers will be added. If there are no assistant professors, the total number of elected faculty will be raised by two, one in each of the remaining ranks. The person with the most votes in each rank is elected to a two-year term on the committee: the runner-up serves a one-year term as the alternate for the two members in his or her rank. In the event of a tie, a run-off election will be held. The alternate will serve in the place of the member for any period from one meeting to one semester, if the member is either incapacitated or temporarily relieved from service commitments—as, for example, during an off-duty semester.

- Tenure-track Columbus members of the Executive Committee may not be elected to another term until two years have passed, unless they served for one year or less (as an alternate or for some other reason), in which case they are eligible for election after one year has passed. If they were elected as alternates but were not asked to attend any meetings, they are eligible for immediate election. If a vacancy occurs that for some reason cannot be filled by the alternate, the chair appoints a replacement from the appropriate rank to serve until the next regular election.
- The tenure-track faculty representative from the regional campuses will serve a one-year term and is elected by vote of the tenure-track faculty appointed to the regional campuses from among a slate of faculty volunteering to serve in the role. This body will select an alternate if necessary. Members serving year terms may be reelected for a second year.
- The staff representative will serve a one-year term and is elected by vote of the staff from among a slate of staff volunteering to serve in the role. This body will select an alternate if necessary. Members serving year terms may be reelected for a second year.
- The representative from the Associated Faculty will serve a one-year term and is elected by vote of the members in that rank. This body will select an alternate if necessary. Members serving year terms may be reelected for a second year., with the exception that the two student members are again elected by their peers.
- The graduate and undergraduate members will serve one-year terms and are selected by processes devised by their formal governing bodies, the English Graduate Organization and the English Undergraduate Organization.
- The department chair is chair of the Executive Committee, which meets at stated intervals during the regular academic year and also when summoned by the chair for special sessions. In the chair's absence, the Vice Chair presides.
- The primary function of this committee is to advise and aid the chair in conducting the business of the department. Its activities include: helping to prepare the agenda for meetings of the English Department Council; advising the Chair upon the need for new personnel in the various department areas and upon appointments to non-tenured positions in those areas; ranking and reviewing FPL and SA applications for Columbus faculty (elected Columbus associate professor and professor members only); serving as the Columbus Committee on Merit Salary Increases (the department chair and elected Columbus associate professor and professor members only; see the departmental [Appointments, Promotion, & Tenure document](#) for procedures); and consulting with the chair on all questions of department policy and administration on which the chair or the English Department Council requests advice or decision.

3. The Directors' Committee

The Directors' Committee is convened by the chair and meets at least monthly to share information and coordinate initiatives and projects across programs. Its members include the Vice Chair; the Vice Chair for Writing, Rhetoric, and Literacy; the Director of Graduate Studies; the Director of Undergraduate Studies; the Director of Creative Writing; the Director of Digital Media Studies; and the Senior Manager of Business Operations.

4. The Writing Program Directors (WPD) Committee

The Writing Program Directors (WPD) Committee is chaired by the Writing Program Directors Coordinator and includes faculty and staff from all campuses who direct the following departmental writing programs:

- Intensive Writing and Reading (English 1109)
- Writing + Information Literacy (English 1110)
- Writing in the Themes (English 2367.05, 2367.06, 2367.07S, 2367.08, 3000, 3015, 3020, 3030)
- Advanced Writing Embedded Literacy (English 2367.01, 2367.02, 3304, 3305)
- Technical & Scientific Writing (English 3020, 3305)
- Community Writing (English 3014; 3016S; 3041S)
- Professional Writing (English 3304; 4150; 4189)

Representatives from the Professional Writing Minor and the Center for the Study and Teaching of Writing (CSTW) are also invited to participate on the WPD Committee.

WPD committee members may meet monthly (and in some cases, biweekly) and consult regularly with the department chair, the DUS, and the Vice Chair of WRL (if they do not serve as the WPD Coordinator) to research and assess evidence-based practices in the design and execution of departmental writing courses, including liaising with relevant professional organizations and training and supporting departmental writing instructors; ensure that writing-related standards and instructor support for implementing said standards are equitable across campuses; strategize about how to ensure that the various courses are intellectually cohesive—i.e. everyone is drawing on similar learning objectives, outcomes, and assessment measures; articulate each writing program's relationship to the undergraduate major; and act as writing-related ambassadors to/from other entities across campuses.

5. The Staff Committee

The Staff Committee, which is made up of all staff members, convenes regularly to share information and promote peer collaborations to build a cross-functional culture. The Senior Manager of Business Operations convenes the meetings and includes college liaisons as appropriate. Meeting agendas and conversations focus on topics related to professional development, team building, and university initiatives, policies and practices that affect staff. The committee also identifies staff representatives to standing committees.

6. The Undergraduate Studies Committee (USC)

The Undergraduate Studies Committee (USC) is chaired by the Director of Undergraduate Studies (DUS) and typically consists of five or more tenure-track faculty members, including at least one regional campus representative; at least one teaching faculty member (selected by teaching faculty), and one senior lecturer or lecturer (selected by associated faculty); and one non-voting graduate student and one non-voting undergraduate student (with an alternate) chosen by the Department's affiliated student organizations. Members of the USC serve for one year but can be reappointed. The Undergraduate Studies Program Manager and the Coordinator for Scheduling and Student Retention are ex officio members of the committee and support the committee's work as appropriate. Its functions are to initiate, receive, and review curriculum and advising proposals that affect all undergraduate programs except those related to English 1110; to make recommendations to the English Department Council on such matters; and to implement approved policies. The committee is also responsible for supervising annual assessment of the major. Newly appointed directors of undergraduate studies are responsible for reviewing and, if necessary, updating the learning goals for the English major. The faculty

members on the committee solicit, review, and select the winners of the Department's various Undergraduate Awards.

7. The Graduate Studies Committee (GSC)

The Graduate Studies Committee (GSC) is chaired by the Director of Graduate Studies (DGS) and typically consists of five or more other tenure-track faculty, and at least one graduate student selected by a process determined by the English Graduate Organization (EGO). The student member votes on policy issues only. The graduate coordinator serves as an ex-officio (non-voting) member of the committee. Members of the GSC serve for one year but can be reappointed. This committee is charged with developing and administering the programs and policies affecting MA and PhD students from the time of recruitment until graduation; it will, for example, propose to the Graduate Faculty any curricular changes or changes in requirements to the Graduate Faculty. (Curricular changes to the MFA program, proposed by the Director of Creative Writing, will be reviewed by the GSC before they are brought to the department as a whole.) It will also review programs of study and proposals for new courses and initiatives; make decisions about internal fellowships and awards; oversee the Graduate Workshops; and assist with graduate placement. A member of the Creative Writing faculty will be assigned to this committee on an ad hoc basis when the need arises.

8. The Creative Writing Committee

The Creative Writing Committee is charged with the responsibility of carrying out the duties associated with the MFA program, including (but not limited to) admissions, recruitment, academic advising, and vetting and nominating students for internal and external grants and awards. The Director of Creative Writing, who chairs the committee, may request that members also address other programmatic concerns, including matters related to the undergraduate curriculum and training of graduate teaching assistants. The committee consists of all MFA faculty, with up to two non-voting graduate students selected by the Writers' Guild (the MFA Program's graduate student organization) participating for one-year terms in committee activities as appropriate. The creative writing program assistant serves as an ex-officio (non-voting) member of the committee.

9. The Promotion and Tenure (P&T) Committee

The Promotion and Tenure (P&T) Committee consists of faculty chosen from the ranks of associate professors and professors. Its primary duty is to gather relevant information on associate professors being considered for promotion, and for assistant professors being considered for tenure and promotion to associate professor, in order to aid the eligible faculty in making decisions concerning tenure and promotion. Its members also serve in other capacities as required by department, college, and OAA guidelines, such as making recommendations to the chair regarding requests from untenured faculty for unpaid leaves of absence or extensions of the tenure clock. In spring semester, the committee also oversees the collection of materials and documentation for annual reviews of probationary tenure-track assistant professors.

The committee typically consists of at least two professors and two associate professors, including whenever possible faculty from multiple campuses. When considering cases involving teaching faculty, the Promotion and Tenure Committee may be augmented by at least one nonprobationary teaching faculty member at the rank of associate professor or professor, as appropriate to the case. The

committee's chair and membership are appointed by the chair on an annual basis, with the option of reappointment.

One member of the committee is designated the Procedures Oversight Designee (the "junior POD") for assistant professors being hired as or coming up for promotion to associate; another member is designated the "senior POD" for associate professors being hired as or coming up for promotion to professor. Both positions are dedicated to seeing that the department fairly and appropriately carries out its own promotion and tenure procedures and those of the college and OAA. In addition, the junior POD participates in annual reviews of assistant professors, and the senior POD assists the chair in organizing the annual reviews of associate professors.

The chair of the P&T Committee (the P&T Chair) oversees the committee, ensures the proper execution of the department's P&T policies and procedures, and assists the department chair in coordinating and conducting annual reviews of assistant professors.

The committee also makes recommendations regarding P&T policies and procedures in order to advise the department chair, who is responsible for updating the Department's Appointments, Promotion, & Tenure (APT) document. In addition, the committee may serve in other capacities as required by department, OAA, and college guidelines, such as making recommendations to the department chair regarding requests from untenured faculty for unpaid leaves of absence or extensions of the tenure clock.

All tenured faculty in the department serve at the request of the P&T Chair for particular duties related to promotion and tenure, including but not limited to identifying and assisting with recruiting external reviewers.

10. New Personnel Committees

New Personnel Committees are convened separately for each hiring opportunity at the tenure-track level each year. When the department is given an opportunity to hire new faculty through the regular search process, the chair assigns at least three members from the tenured and tenure-track faculty to be a New Personnel Committee for each tenure-line faculty search. (For the hiring of visiting professors and senior lecturers, see the Department's [Appointments, Promotion, & Tenure document](#).)

11. The Awards Nominations Committee

The Awards Nominations Committee typically consists of four tenured members of the faculty, who help the chair in generating names and writing statements of nomination for awards at the department, college, university, and national levels. The chair of the committee is typically a professor and must be a tenured member of the faculty. Members serve for one year but can be reappointed.

12. The Lectures and Events Committee

The Lectures and Events Committee organizes department-wide lectures (such as the Kane, work-in-progress presentations by department faculty, roundtables or other events of wide interest) and social events, including the Holiday Party at the end of Fall Semester and picnics or other events at the beginning and/or end of the academic year. In consultation with the chair, the Lectures and Events Committee will also make decisions about co-sponsorship requests from other departments, units, and

individuals. The Committee is responsible for coordinating events with other major lectures (e.g. the Corbett, graduate workshops) in the Department to avoid conflicts. The Committee typically consists of tenure-track faculty, teaching faculty, and associated faculty members. The department administrative assistant whose workload includes departmental event planning serves as an ex officio member. One graduate student and one undergraduate are permitted to serve on the committee and are selected by each constituency from a list of volunteers from that group before the first meeting of the committee. All members of the Committee serve for one year but can be reappointed.

D. Student Organizations

13. The English Graduate Organization (EGO)

The English Graduate Organization (EGO) is an association open to anyone pursuing a graduate degree in English. It provides the mechanism whereby graduate student needs and opinions can be expressed. It has a four-person Steering Committee with one designated representative serving concurrently on the Executive Committee. The president or the president's designee serves on the Executive Committee. The steering committee arranges for the selection of the following graduate student representatives to department committees; up to 4 to the English Department Council; up to 2 to the Graduate Studies Committee; and 1 each to the Lectures and Events Committee and the Undergraduate Studies Committee. Its activities include planning student professional development and social events. EGO is also responsible for selecting the Graduate Teacher of the Year.

14. The Writers' Guild

The Writers' Guild comprises every creative writing MFA candidate. It is an organization dedicated to enhancing student life and the university community through fundraisers, social activities, industry panels and recognition of graduating classmates. Its board serves as a liaison between graduate students and faculty to discuss developments and communicate news.

15. Undergraduate Student Organizations

The Department of English hosts and supports a variety of student organizations, including the English Undergraduate Organization (EUGO). These organizations are student-run and must adhere to the Student Organization Guidelines outlined by the Office of Student Life in the Ohio Union. EUGO will select undergraduate representatives for the Executive Committee, the EDC, the Lectures and Events Committee, and the Undergraduate Studies Committee. EUGO is also responsible for selecting the Undergraduate Teacher of the Year. The department also hires student ambassadors who assist with recruitment of undergraduate students and participating in other outreach efforts as needed.

VIII. Faculty Meetings

The chair will announce the schedule of EDC meetings at the beginning of each academic year and update the schedule at the beginning of each semester. The chair will consult with the Directors Committee and the Executive Committee on agenda items and will deliver an agenda and related materials by e-mail no later than three days before the scheduled meeting. A special meeting of the EDC will also be scheduled by written request of 25% of its members. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request.

The chair will distribute minutes of EDC meetings with the agenda materials for the next meeting so that they may be amended as needed and approved at that time. Approval is given by a simple majority vote of the members who were present at the meeting covered by the minutes.

A quorum of 50% of the tenure-track on-duty faculty is necessary for all EDC decisions, which are made by a majority vote. All members of the EDC are entitled to a vote, except for visiting faculty. Special policies pertain to voting on personnel matters, and these are set forth in the department's [Appointments, Promotion and Tenure Document](#).

Either the chair or one-third of all members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all members eligible to vote. Balloting will be conducted by e-mail when necessary to assure maximum participation in voting. When conducting a ballot by email, members will be given one week to respond.

When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the chair will necessarily make the final decision.

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

IX. Distribution of Faculty Duties, Responsibilities, and Workload

Faculty roles and responsibilities are described in the initial letter of offer. Workload assignments and expectations for the upcoming year are addressed by the chair in the annual review process and the annual course and service assignment scheduling process. They are based on and informed by departmental needs as well as faculty productivity and career development. See the college [Pattern of Administration](#) for guidelines for determining Associated Faculty FTE exceptions to the Faculty Appointments Policy.

During on-duty periods (typically August 15-May 14), tenure-track faculty members are expected to conduct research and to be available for interaction with students and departmental meetings and events even if they have no formal course assignment. All on-duty faculty teaching courses should establish and maintain regular weekly office hours in-person or on-line. Regular hours and/or appointment scheduling must be included on syllabi. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XI) or on approved travel.

Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the chair if such work can be performed effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain circumstances if it serves the needs of the department, college, university, and/or community. The chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

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

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the chair to take into account the impact over time of the crisis. These adjustments may include modifying research expectations in order to maintain teaching obligations. These assignment changes must be considered in annual reviews.

A. Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university's mission via teaching, scholarship, and service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected. During on-duty semesters, faculty members are expected to be available to interact with students and carry out service responsibilities, even when they have no formal teaching obligations.

Teaching

All tenure-track faculty are expected to contribute to the department's teaching in both the undergraduate and graduate curriculums. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). As part of their teaching duties, faculty members are also expected to work with undergraduate and, on the Columbus campus, graduate students outside the setting of formal courses, including advising independent studies and thesis and dissertation work.

Teaching loads may be reduced as a result of particularly demanding service obligations, such as vice chairs, directors, and chair of the P&T Committee. All teaching reductions must be approved by the chair in consultation with the divisional dean.

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are active in research and receive release or buy-out funds from college/university or external grants can be assigned an enhanced research status that includes a reduced teaching assignment. In line with college policy, assistant professors receive a one-course reduction in their teaching assignments for the first four years in order to facilitate the start-up of their research programs. Faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment.

The chair is responsible for making teaching assignments on an annual basis in consultation with the divisional dean and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department and its academic programs and the college. All faculty members not on leave must do some formal instruction and advising over the course of the academic year.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship and creative activity as defined in the department's [Appointments, Promotion, and Tenure Document](#). The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). The department expects ongoing evidence of a faculty member's ability to make significant, high-quality contributions to important conversations in his or her field; this evidence can take various forms. Scholarship in English typically takes the form of a published book or a sustained, original scholarly project in another form appropriate to the field, as well as other activities that can include such projects as edited or co-edited collections; essays in major refereed journals or in edited volumes; textbooks; keynotes and invited lectures; conference papers at national meetings of scholarly organizations; book reviews and review essays; digital/database/website productions; translations; scholarly editions; and the editing of book series and major journals. Many factors are taken into consideration to assure that faculty meet their obligations in the area of scholarship. This determination is made according to the criteria of quality and consistency through the process of Annual Review. The department also encourages faculty to seek internal and external grants to support their research; at the discretion of the chair, the department can provide additional research funds to faculty who apply for prestigious fellowships that will qualify for a college External Fellowship Subsidy.

Service

Tenure-track faculty members are expected to be engaged in service to the department, college, university, profession of English Studies, and community. The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload according to the university [workload guideline](#).

All on-duty Columbus campus faculty members are expected to attend regular meetings of the EDC as part of their service obligation; regional campus faculty are encouraged to participate on-line. Tenured faculty on all campuses are expected to attend meetings of the eligible faculty for appointments, promotion and tenure meetings. All faculty are also expected to participate in recruitment activities for tenure-track faculty and encouraged to attend and participate in departmental lectures, symposia, and other events.

Committee and other assignments for Columbus faculty are made by the chair according to a two-tiered service assignment system (a committee assignment and another "job"/task). These assignments may be weighted to encourage an equitable distribution of service duties across the department. Service assignments outside the department are factored into faculty members' service obligations in any given year.

Assistant professors are typically given lighter assignments in their first four years, in line with their interests and mentoring plans. Service assignments for joint appointed faculty members are defined in MOUs between units and/or in consultation with the chair and director of the other unit, and may include alternating service assignments across years, with assignments in one unit one year and another the next.

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for the AMC Process. The chair should also consider this additional service burden in managing equity of service loads among faculty. The chair will make every effort to consider such expectations when making service assignments and distributing the faculty member's other duties.

1. Special Assignments

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

The availability of special assignments for research is dependent on the number of faculty in a given year who are on Faculty Professional Leave or other research leave or fellowship as well as the availability of funding in the college's course release program in arts and humanities. In years where the chair foresees that special assignments for research can be given without negatively impacting the teaching and programmatic needs of the department, the chair or vice chair will issue an open call for proposals. The elected tenured Columbus faculty on the Executive Committee will evaluate 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.

B. Teaching Faculty

The Department of English appoints teaching faculty. These appointments exist for faculty members who focus principally on the education needs for the department. The standard workload expectations for full-time teaching faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Teaching faculty members are expected to contribute to the department's research and education missions, as reflected by participation in graduate program development and teaching. Teaching faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship.

C. Associated Faculty

Standard workload expectations for compensated associated faculty members are 80-100% teaching, 0-20% scholarship, and 0-20% service, depending on the terms of their individual appointments.

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 unless spelled out in the job posting and letter of offer.

In accord with [Faculty Rule 3335-5-19](#), Lecturers' and Senior Lecturers' responsibilities are limited to teaching. Departmental appointments of Senior Lecturers also may include a portion of FTE allocated for professional development or administrative responsibilities related to teaching and instruction; such allocations are dependent on the teaching needs of the department.

D. Modification of Duties

The Department of English strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Arts and Sciences' guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the [college pattern of administration](#) for details. See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XI.

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

X. Course Offerings, Teaching Schedule, and Grade Assignments

The Coordinator for Scheduling and Student Retention ("Scheduler") oversees the annual scheduling of courses. The final authority for establishing the teaching schedule rests with the chair. The main criteria for setting the schedule are the needs of our undergraduate and graduate programs and of our students, including students from other departments who want to take our courses, and the resources available to the department for covering General Education, minor, GIS, and degree program courses.

While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by [Faculty Rule 3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

The professional development of the faculty is another key consideration. The department recognizes the scholarly and pedagogical growth that can come from teaching in another program or department (in cases where there is no joint appointment or formal contract), in study abroad, domestic field school, and community engaged courses, in team taught or connected courses, in pilot group studies, and in

courses taught on a flexible or compressed schedule. The chair will consider and approve such teaching assignments on an individual basis and/or in conjunction with departmental initiatives, keeping in mind the necessity to cover courses as outlined above.

Every fall semester, each tenure-track faculty member responds to a teaching preference form. Based on information provided in these forms, on historical data, and with consultation from area group conveners, the scheduler will create a preliminary schedule of undergraduate and graduate courses for the following academic year. This draft will be shared with conveners for their consideration and feedback. This preliminary draft will be augmented on the basis of course preference forms submitted by associated faculty and graduate teaching assistants, as well as with consultation from program directors. Once the general schedule is set, the scheduler will monitor any adjustments that need to be made.

In line with the typical nine-month faculty appointment period (August 15-May 14; described in section IX above), faculty are generally assigned courses in the fall and spring semesters, except for study abroad courses. Priority for summer teaching is given to graduate students and is contingent on available funds. Tenure-track faculty who wish to teach in the summer in place of either the fall or spring semester indicate their interests on the preference form. In considering these requests, the chair takes into account a variety of factors, including a) teaching needs during the fall and spring semesters; b) enrollment trends in the summer in relation to the academic year; c) needs to offer new GE courses; d) funding needs and professional development of graduate students teaching in the summer; and e) agreement with the chair on expectations about an alternate off-duty period and service assignments in the summer. The willingness to teach courses on-line or in compressed schedules is also a consideration.

If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, the chair may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XI. Allocation of Departmental Resources

The chair is responsible for the fiscal and academic health of the department and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of unit goals.

The chair will discuss the department's programmatic budget at least annually with the faculty directors and committee chairs in an attempt to achieve consensus regarding the use of funds across general categories. Consideration will also be given to good stewardship of gift funds, with an emphasis on those that directly benefit students through scholarships. However, final decisions on budgetary matters rest with the chair.

With respect to office space, seniority and groupings of faculty and staff in related areas are important but not the sole criterion. As space becomes more limited, the chair and senior manager of business operations, in consultation with the Executive Committee, will make whatever decisions are necessary. Faculty and staff do not own their offices and any one of a number of circumstances may be cause for relocation. In addition to shared offices, the department will make every effort to provide private space

for student conferences for all associated faculty and graduate students who need it. This space may include conference rooms available via reservation and hoteling of office space.

The allocation of salary funds is discussed in the [Appointments, Promotion and Tenure Document](#).

Travel and research funds are provided annually to tenure-track faculty, subject to restrictions from the college or university due to policy or emergency or budgetary constraints. Every member of the tenure-track faculty has the same opportunity to use these resources as every other, although faculty members with individual start up or research accounts and/or external grants are expected to show a plan for exhausting those funds before drawing on departmental travel funds. Using the same principle, the chair also allocates travel and/or professional development resources to associated faculty, graduate students, and staff as part of the management of the department budget within any given year. Using gift funds or other sources, the chair may establish special programs to incentivize departmental goals; these might include additional research funds for faculty who apply for prestigious national fellowships; funds for external speakers making special presentations in classes; funds to support participation in leadership development programs; and funds to support student internships under the supervision of faculty and staff.

XII. Leaves and Absences

In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to leaves and absences are set forth on the Office of Human Resources [Policies and Forms website](#). The information provided below supplements these policies.

A. Discretionary Absence

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

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence form](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR [Policy 6.27](#).

C. Unpaid 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](#).

D. Faculty Professional Leave (FPL) and External Fellowship Subsidy (EFS)

For a summary of research opportunities within the College of Arts and Sciences, including External Fellowship Subsidies (EFS) and Faculty Professional Leaves (FPL), consult the college [Administrative Gateway](#). Information on faculty professional leaves is also presented in the OAA [Policy on Faculty Professional Leave](#).

Probationary Tenure-Track Faculty: National fellowship competitions can provide leaves through the application for an EFS from the College (for Columbus faculty) or the appropriate regional campus dean (for faculty assigned to regional campuses). An EFS does not stop the tenure clock and counts as a year of service towards the FPL.

Tenured Faculty: Leaves for Associate Professors and Professors are provided by the FPL and/or by receiving national fellowship competitions that qualify for an EFS from the College. The FPL and EFS are leaves requiring no teaching or service obligation beyond graduate student advising.

Tenured faculty on the Executive Committee, convened by the vice chair, will review all requests for FPL and create a ranked list of applicants. Rankings are based on the quality of the project; likelihood of completion of the project in the timetable presented; and length of time since last leave. The faculty committee then sends the ranked list to the chair, who will either approve the list or explain to the committee any changes in ranking. The chair then sends the ranked recommendations to the Dean of Arts and Humanities. The chair's recommendation will be based on the committee rankings as well as the potential benefit of the FPL to both the faculty member and the department as well as the ability of the department to accommodate the leave at the time requested. In line with OAA policy, the chair will typically approve leaves for no more than 10% of the tenured faculty in any one semester. The College of Arts and Sciences sends approved FPLs to the Office of Academic Affairs for final approval by the Board of Trustees. It should be noted that the College of Arts and Sciences and the department generally do not fund FPLs and special assignments (SAs) in the same year, in order to provide special assignments to faculty who are not eligible for FPLs.

E. Parental Leave

The university, the college, and this department recognize the importance of parental leave to faculty members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off Program [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

XIII. Additional Compensation and Outside Activities

Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Outside Activities and Conflicts](#). 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. Additional compensation is

generally not provided for services within the department. In rare instances, it may be used for short-term arrangements, not as an ongoing compensation strategy. For ongoing situations, the chair will consider longer-term options, such as a course release, using staff within the unit who may have the requisite skills, training available staff members to gain the requisite skills, or off duty pay.

All activities providing additional compensation must be approved by the 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 on-duty faculty may not spend more than one business day per week on additionally compensated activities and external consulting combined.

Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the [Policy on Outside Activities and Conflicts](#) and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

Should a departmental faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him/her/them, such textbook or material may be required for a course only with approval from the Director of Undergraduate Studies or Director of Graduate Studies (depending on the level of the course) before adopting the book.

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.

XIV. Financial Conflicts of Interest

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

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

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

XV. Grievance Procedures

Members of the department with grievances should discuss them with the chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances.

A. Salary Grievances

A faculty or staff member who believes that his/her/their 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 an appeal with the college's Faculty Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

B. Faculty Promotion and Tenure Appeals

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

C. Faculty and Staff Misconduct

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

Any student, faculty, or staff member may report complaints against staff to the chair. The [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

D. Harassment, Discrimination, and Sexual Misconduct

The [Civil Rights Compliance Office](#) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

- 1 Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's [policy on equal employment opportunity](#).
- 2 Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's [policy on nondiscrimination, harassment, and sexual misconduct](#).

E. Violations of Laws, Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).

F. Complaints by and about Students

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 or designee will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

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.

G. Academic Misconduct

Faculty members will report any instances of academic misconduct to the [Committee on Academic Misconduct](#) in accordance with the [Code of Student Conduct](#). See also [Board of Trustees Rule 3335-23-05](#).

The Director of Undergraduate Studies serves as the department's primary liaison to the Committee on Academic Misconduct.