Pattern of Administration
for
The Ohio State University
Department of Germanic Languages and Literatures

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I. INTRODUCTION

This document provides a brief description of the Department of Germanic Languages and Literatures as well as a description of its guidelines and procedures. It supplements the *University Faculty Rules* and other policies and procedures of the College of Arts and Sciences and the university to which the department and its faculty are subject. The latter rules, policies and procedures, and changes in these rules, take precedence over statements in this document. A copy of this document shall be made available to all present and prospective members of the department, and a copy shall be deposited in the Office of the Dean of the College of Arts and Sciences and in the Office of Academic Affairs.

This *Pattern of Administration* must be reviewed and either revised or reaffirmed on the 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. At other times, revisions may be proposed by the department chair or recommended to the chair by unit committees or members of the faculty. The process for revision is the same as above. This *Pattern of Administration* cannot be amended by less than a two-thirds vote of the departmental council. Proposed amendments must be made in writing to the departmental council at least two weeks before its next scheduled meeting. All revisions, as well as periodic reaffirmation, are subject to approval by the College of Arts and Sciences and the Office of Academic Affairs.

Members of the Department should be aware of the following documents which supplement the *Pattern of Administration*: the *German Graduate Program Handbook* and the *Appointments, Promotion, and Tenure Document*.

II. DEPARTMENT MISSION

The Department of Germanic Languages and Literatures has as its mission the pursuit of national and international distinction in teaching, research, and public service within the scope of its expertise: the Germanic languages, literatures, and cultures. In striving for this goal, the Department seeks to address three main constituencies, each of which it recognizes as crucial to its mission: undergraduate students, in particular those majoring and minoring in Germanic languages and literatures; graduate students at the master's and doctoral levels; and, through its research and scholarly activities, the broader community of interested students and scholars around the country and the world.

The department embraces and seeks to implement the university's shared values initiative. We are committed to academic freedom, to ensuring responsible research practices, to building diverse and inclusive cultures, to fostering an ethic of care and

mutual respect, and to promoting justice.

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

A. Faculty Appointments

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. The faculty in Germanic Languages and Literatures comprises:

1. Tenure-track faculty with titles of instructor, assistant professor, associate professor, or professor;

2. Teaching faculty with titles of assistant teaching professor, associate teaching professor and teaching professor

Teaching Faculty Appointment Cap

Teaching faculty may comprise no more than 20 percent of the tenure-track, clinical/teaching/professional practice, and research faculty in the College of Arts and Sciences. The number of teaching faculty in this department must be fewer than the number of tenure-track members.

3. Associated faculty to include:
   a. Adjunct titles, visiting titles, and lecturer titles
   b. Tenure-track faculty on less than a 50% appointment to the university; and

4. Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule 3335-5-36. Full-time tenure track, teaching, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. See the college Appointments, Promotion, and Tenure Document for additional detail.

B. Voting Rights

Faculty members with a 50% or more compensated appointment, whose TIU or primary appointment is in the department, and who hold an appointment as tenure-track faculty or teaching faculty shall have a full vote at departmental faculty meetings and in faculty elections, with the exception of personnel matters as described below.

Tenure-track faculty may participate in discussions of tenure-track and teaching faculty matters, including promotion and tenure reviews.

Teaching faculty may participate in discussions of teaching faculty matters, including promotion reviews. Teaching faculty will be permitted to vote on other matters, including appointment of additional teaching faculty, and where appropriate, on the promotion and reappointment of teaching faculty. They may be appointed to department-level committees as appropriate. In the College of Arts and Sciences, teaching faculty do not have a vote on appointments or promotions of tenure-track faculty.

As defined by Faculty Rule 3335-7-11 teaching faculty may be nominated and may serve if elected on the University Senate as a representative of the college.

Associated faculty, with the exception of visiting faculty, may vote in all matters of department governance except personnel decisions. Associated faculty may not participate in the appointment, promotion and tenure reviews of tenure-track faculty, or in the appointment, reappointment, or promotion reviews of teaching faculty.

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.

V. ORGANIZATION OF DEPARTMENTAL SERVICES AND STAFF

A. Senior Academic Program Services Specialist

The person holding this position is responsible for overseeing the daily administrative operations of the department, including assigning, training, scheduling, and supervising student employees; planning, coordinating, and implementing program and administrative support for the department; working with faculty to provide advice and coordination; serving on the Undergraduate and Graduate Studies Committees; independently managing the GLL website; handling and reviewing sensitive data essential for department operation; collaborating with other departments to work on projects, identify best practices, and improve efficiency in the department's operations; representing the department and serving as a liaison to College and University offices; responding independently to inquiries from students, faculty and the public;

providing administrative support to the department's chair, directors, faculty, advisors, administrative staff and graduate associates/students and undergraduates; coordinating course and program assessment processes; coordinating graduate admissions for the department; preparing recruitment materials; coordinating course scheduling for the department, including being responsible for locating rooms for events, speakers, reviews and exams; communicating with undergraduate majors and minors; providing enrollment statistics and reports regarding department course schedule; participating in complex special projects, both in German and English, including department renovation projects to ensure efficient space usage, while simultaneously performing other duties; and providing back-up coverage and serving as a resource for other departmental Academic Coordinators in Hagerty Hall, especially those new to the position.

B. Administrative Services Team

The Administrative Services Team for the fourth floor of Hagerty Hall handles all human resources and fiscal operations.

C. Advising Team

All undergraduate student advising is handled by the Advising team for Hagerty Hall.

VI. OVERVIEW OF DEPARTMENTAL DECISION-MAKING

Policy and program decisions are made in a number of ways: by the department's faculty as a whole, by standing or special committees of the department, or by the department chair. The nature and importance of any individual matter determine how it is addressed. Departmental governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

VII. DEPARTMENTAL ADMINISTRATION

A. Chair of the Department

The position and duties of the chair as the administrative head of the department are stipulated in Rule 3335-3-35(C) of the *Rules of the University Faculty*. This rule requires the department 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 head to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

Other responsibilities of the department 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 and the hiring and supervision of faculty and staff.

- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.

- To assign workload according to the department's workload guidelines (see Section IX) and faculty appointment type (and rank).

- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.

- To evaluate faculty members annually in accordance with university, college, and department-established criteria; to inform faculty members when they receive their annual performance and merit 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.

- 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 the 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 appointment type and 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.

- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.

- To facilitate and participate in prescribed academic program review processes, in collaboration with the dean of the college and the Office of Academic Affairs.

On all significant policy matters, including those that are the ultimate responsibility of the chair, the chair shall consult with the Departmental Council; such considerations shall, wherever practicable, be undertaken at Departmental Council meetings. Day-to-day responsibility for specific matters may be delegated to others, but the department chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the Dean or their delegate, Office of Academic Affairs, and Board of Trustees.

The Department Chair Search Process is set forth in the College of the Arts and Sciences Pattern of Administration.

B. Other Administrators

1. Director of Graduate Studies

The Director of Graduate Studies (DGS) shall be appointed by the department chair, subject to the approval of the departmental council. He or she shall serve a term of two years, and may be reappointed. The DGS chairs the Graduate Studies Committee and the Graduate Advisory Committee. In cooperation with the department chair and with the Graduate Advisory Committee, the DGS shall coordinate all matters concerning admission to the graduate program, Graduate Teaching Associate and

Fellowship applications, and requirements and examinations leading to advanced degrees. During a short, temporary absence of the department chair, the DGS also functions as acting chair of the department.

The faculty of the German program exercises primary responsibility in matters of graduate admission for students applying solely to that program; the faculty in the Yiddish and Ashkenazic Studies program exercise primary responsibility in matters of graduate admission for students applying solely to that program. Final decisions rest with the department chair.

2. Director of Undergraduate Studies

The Director of Undergraduate Studies (DUS) in German is appointed by the department chair in consultation with the departmental council for a term of two years, and may be reappointed. The DUS chairs the Undergraduate Studies Committee. In cooperation with the department chair and the Undergraduate Studies Committee, the DUS shall coordinate all matters concerning the undergraduate program. With members of the Undergraduate Studies Committee the DUS oversees the following areas:

a. maintenance and supervision of the academic programs for majors and minors;
b. annual orientation meeting(s) for majors and minors;
c. recruitment of majors and minors into the German undergraduate program;
d. liaison with the honors office in matters pertaining to majors, minors, and honors students. This responsibility will be carried out by an Honors Advisor, appointed by the Chair of the Department. The Honors Advisor will serve on the Undergraduate Studies Committee.

3. Director of German Undergraduate Language Instruction

The Director of Undergraduate Language Instruction is appointed by the department chair in consultation with the departmental council for a term of two years, and may be reappointed. The director is responsible for maintaining a high level of quality in the teaching of undergraduate German language courses in the department. More specifically, the Director of Undergraduate Language Instruction:

a. conducts the workshop for the new graduate teaching associates (German 6601);
b. trains and supervises all German Graduate Teaching Associates on appointment in the department and evaluates their teaching;
c. assumes responsibility for the coordination of German textbook adoptions for undergraduate language courses;
d. coordinates placement testing for all German language courses;
e. works in close cooperation with the Chair of the Undergraduate Studies

Committee.

The Director of German Undergraduate Language Instruction receives an appropriate adjustment in teaching assignment as partial compensation for his or her services. The department chair, in consultation with the Dean or their delegate, must approve all teaching reductions that involve course credit.

4. Coordination of the Scandinavian Program

Scandinavian program coordination shall be the shared task of the faculty members in Scandinavian. Their responsibilities include the Swedish language program and all instructional matters for Scandinavian courses, GTA supervision, advising, curriculum design, and all questions and problems that may arise pertaining to their courses and the students they serve. Swedish TAs shall normally be drawn from the pool of German and Yiddish graduate students who have participated in the autumn TA workshop.

5. Yiddish and Ashkenazic Studies Director

The Yiddish and Ashkenazic Studies Director is appointed by the department chair in consultation with the departmental council for a term of two years and may be reappointed. The director's responsibilities include the Yiddish undergraduate program and all instructional matters for Yiddish and Ashkenazic Studies courses on the undergraduate level, TA supervision, advising, curriculum design, and all questions and problems that may arise in any of the Yiddish and Ashkenazic Studies sections and the students they serve. The Yiddish and Ashkenazic Studies Director also assumes full responsibility for the supervision, observation, and year-end evaluation of the TAs in Yiddish and Ashkenazic Studies. As is the case with all GTA appointments, the final decision of appointment rests with the department chair, who shall consult to the fullest extent with the TA supervisor. In the event that a GTA candidate for Yiddish is also a candidate for the German graduate program and/or a candidate for a German GTAship, the decision shall be made jointly under the advisement of the Graduate Advisory Committee.

The respective language areas shall maintain autonomy and responsibility in the above assignments.

C. Departmental Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The department chair is an ex officio member of all departmental committees and may vote as a member on all committees except the Committee of Eligible Faculty.

1. Departmental Council

a. Functions

The departmental council is the general policy-making unit of the department, except for matters which are primarily the responsibility of the department chair and those which are the responsibility of an instructional section or standing committee. It shall meet to initiate action, to discuss and make recommendations on all questions of departmental guidelines and administration which the department chair, any departmental committee, individual members, or groups within the department may present to it.

The department favors majority faculty rule on all matters covered by the *Pattern of Administration*. Whenever majority faculty rule is not followed, the department chair shall explain the reasons for the departure. This explanation shall outline the decision of the majority of the faculty, the decision of the department chair, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for the faculty to comment.

b. Membership

All tenured/tenure-track and teaching faculty members with a fifty percent or higher appointment in the department, one graduate student representative, and one representative of the department's senior lecturers, elected by their peers, are members of the departmental council. Tenured and tenure-track faculty may participate in all personnel decisions. Teaching faculty may participate in teaching faculty personnel decisions. Graduate student representatives and visiting faculty do not participate in personnel decisions and do not vote on any matter. Senior lecturers may vote in all matters of department governance except personnel decisions.

c. Meetings

Information on the meetings of the departmental council appears in Section VIII of this document.

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The following committees shall be appointed annually to function within the framework of the policies of the faculty and the university. Departmental committees shall make recommendations to the department chair, the departmental council, or both. They shall report orally or in writing to the departmental council whenever specified below. Unless otherwise noted, faculty committee members shall be appointed by the department chair after consultation with the departmental council. The chair of each committee shall be appointed by the department chair

after consultation with the departmental council. Student representatives to all standing committees shall be elected by their peers, subject to the approval of the department chair in consultation with the departmental council. Decisions shall be made by majority vote unless otherwise specified. Where the need for swift action or adherence to specific deadlines may preclude deliberation by the departmental council, decisions made by the department chair and the recommendations of the relevant committees shall be announced to the council as soon as possible.

2. Graduate Studies Committee

This committee shall consist of all members of the graduate faculty and one graduate student representative, elected annually by the graduate students. Graduate students may vote on all programmatic issues, but not on issues involving the status or employment of other graduate students. The Director of Graduate Studies (DGS) shall chair this committee and preside at meetings. The committee shall meet upon the call of the department chair, the DGS, or one-fourth of its members. Its functions shall be:

I. to discuss and administer those matters pertaining to the graduate program which are listed in the Graduate School Handbook;
2. to conduct, together with other members of professorial rank, a general evaluation of graduate students (the graduate student representatives shall not take part in these discussions; however, the results of the evaluation shall be made available by the DGS to individual students upon request).

3. Graduate Advisory Committee

The Graduate Studies Committee (GSC) delegates routine administrative matters to the Graduate Advisory Committee (GAC) for study and recommendation. The Graduate Advisory Committee is composed of the Director of Graduate Studies (Chair of the Graduate Advisory Committee), four members of the graduate faculty appointed annually by the chair in consultation with the Departmental Council, and one graduate student, elected annually by the graduate students in GLL. Graduate students may vote on all programmatic issues, but not on issues involving the status or employment of other graduate students.

The Graduate Advisory Committee meets at the call of the department chair or the committee chair. All members of the GAC plus the Director of Undergraduate Language Instruction serve as the Graduate Associate and Fellowship Selection Committee. The GAC publicizes and administers all Student-Abroad Programs for graduate students. It conducts the application and selection process for such exchanges. As part of its deliberation process, the committee solicits opinions about applicants from the entire graduate faculty. The graduate student members of the committee shall not participate in selection processes. The GAC also serves as the

curriculum committee on matters related to the graduate curriculum.

The Graduate Advisory Committee is also charged with making selections for the following awards for graduate students:

1. Graduate Teaching Associate Excellent Teaching Award
2. Graduate Student Service Award
3. Graduate Student Research Paper Award

Graduate Students on the committee shall not participate in the selection for these awards.

The German program, the Scandinavian program, and the Yiddish and Ashkenazic Studies program shall retain responsibility for the administration of their respective overseas programs, fellowships, and exchanges on the graduate level.

4. Undergraduate Studies Committee

This committee shall consist of a minimum of three faculty members, one non-voting graduate student, and one non-voting undergraduate student, if available. The committee is constituted annually. Faculty members are appointed annually by the chair; graduate and undergraduate representatives are elected by their respective cohorts in GLL. One member of the committee will be the Honors Advisor. When issues relevant to the Yiddish and Ashkenazic Studies program or the Scandinavian program come under discussion, faculty from the respective programs shall be invited to the committee meeting for consultation. The committee shall meet upon the call of its chair or when directed to do so by the department chair and/or the departmental council. Its functions shall be:

1. to supervise and coordinate curricular planning on the 2000-4000 levels;
2. to initiate or receive proposed curricular changes on those levels;
3. to make such recommendations concerning the undergraduate program as it deems appropriate to other committees of the department;
4. to select the recipients of the following awards for undergraduate students:
    a. Dieter Cunz Award
    b. Undergraduate Project Award
    c. Awards from the Ilsedore Edse Fund
    d. Wolfgang Fleischhauer Award
5. to monitor and publicize the Bonn and Dresden Study Abroad Programs, and to monitor student participation in them. The committee may also explore new possibilities for exchanges that are beneficial to our students and the campus;
6. to maintain, through the Honors Advisor, relations with the honors office;
7. to oversee and assist in conducting assessment activities involving undergraduate programs.

The Scandinavian faculty and the Yiddish and Ashkenazic Studies Director shall take

responsibility for the administration of their respective undergraduate study abroad programs in consultation with the Office of International Affairs, the College International Committee, and the Office of International Education.

With the cooperation of the Max Kade German House advisor, the German Club, and the German House residence life advisor, the Undergraduate Studies Committee will take responsibility for matters that pertain to the German House. It will be responsible for administering the selection process for undergraduate student residents of the German House. In addition, it will make certain that appropriate extracurricular activities occur for undergraduate German majors and other students of German enrolled or interested in 2000-4000 level courses.

The committee works in close cooperation with the undergraduate advisors and the directors of undergraduate language instruction, and the chair of the outreach and engagement committee, and—together with the above-named officers—it serves as liaison between undergraduate students and the faculty and department chair. The committee's recommendations shall be forwarded to the chair, who, in consultation with the departmental council, will make the final decision.

5. Committee of the Eligible Faculty

Details on the Committee of the Eligible Faculty are contained in the department's *Appointments, Promotion, and Tenure* Document. The chair of the Committee of the Eligible Faculty, which will also serve as the Committee on Promotion and Tenure, is appointed by the department chair in consultation with the departmental council.

6. Lecture Committee

This committee shall consist of a minimum of two faculty members and one graduate student. The committee is reconstituted annually. All members vote. This committee shall organize an appropriate program of lectures both by members of the department and by colleagues from other departments and institutions. The *Luebeck* lecturer shall be determined by the departmental council, based on recommendations from the committee; other guest lecturers may be determined by the committee itself. In addition, the Lecture Committee shall encourage and initiate appropriate action in matters such as Distinguished Visiting Professor programs, the Distinguished Scholar Award, the University's programs of Presidential University Professorships, and other programs related to the recognition of distinguished scholarship.

7. Scheduling Committee

This committee shall consist of four faculty members: the department chair (who serves as Chair of the Scheduling Committee), the Director of Graduate Studies, the Director of Undergraduate Studies, and the Director of Undergraduate German

Language Instruction. In addition, one graduate student and one undergraduate student will serve on the committee. They are chosen annually by their respective cohorts. All committee members, except the undergraduate student representative, may vote. The committee shall plan courses for the year, based on suggestions from students and in consultation with the faculty, as well as semester teaching schedules. Its decisions shall be put into effect by the department chair and reported to the departmental council. The committee meets in autumn to determine the courses offered in the next academic year and again in spring to determine the faculty course assignments for the next academic year.

The scheduling of courses in the Scandinavian program shall be arranged following consultation among the faculty members in Scandinavian, the department chair, and the Academic Program Coordinator.

The scheduling of undergraduate and graduate courses in Yiddish and Ashkenazic Studies is the responsibility of the Yiddish and Ashkenazic Studies Director; this is to be arranged in consultation with the department chair and the Academic Program Coordinator.

This committee follows the guidelines on course offerings and teaching schedules described in section X of this document.

8. Outreach and Engagement Committee

The Outreach and Engagement Committee shall consist of three faculty members appointed by the chair, as well as one graduate student and one non-voting undergraduate student selected annually by their respective cohorts. All committee members, except for the undergraduate student representative, may vote. The committee's responsibilities include developing ties beyond the department, fostering programs that integrate the department with the larger communities, identifying outreach targets, developing strategies and objectives for the year, and advising the chair on opportunities for outreach. The chair of the committee is expected to regularly communicate the status of ongoing outreach and engagement projects to the department faculty.

9. Culture and Innovation Committee

This Committee shall consist of the Chair of the Lecture Committee and the Director of German Undergraduate Language Instruction, one voting graduate student and one non-voting undergraduate student representative (if available) elected by their respective cohorts in GLL, and tenure-track faculty, teaching faculty, and associated faculty volunteering to serve on the committee. The Chair of the Lecture Committee and the Director of German Undergraduate Language Instruction will co-chair the committee. One aim of the committee is to foster a dynamic and inclusive

departmental culture that supports creativity, collaboration, and forward-thinking approaches in teaching, research, and community engagement. The second major aim of the committee is to provide a platform for exploring and implementing innovative practices that enhance the academic and cultural life of the fields of Germanic Languages and Literatures as well as the department. In addition, the committee works to further strengthen an inclusive professional environment and to uphold and advocate for equitable and transparent departmental policies, procedures, and practices that align with the university's shared values.

10. The Umwelt Center Steering Committee

The Umwelt Center Steering Committee shall consist of at least two faculty members from GLL, chosen by the chair of the department. One member of the steering committee will serve as the director of the center, chosen yearly by the members of the steering committee. The director will serve a one-year term that begins July 1 each year. There are no term limits for directors or members of the steering committee.

11. Executive Committee

The Executive Committee shall consist of the department chair, the Director of Graduate Studies, the Director of Undergraduate Studies, and the Director of German Undergraduate Language Instruction. This committee will meet on an *ad hoc* basis to conduct routine matters that do not need to come to the Departmental Council. The Executive Committee will also meet as stipulated in the Appointments, Promotion and Tenure document.

In addition to these standing committees, the department chair, acting independently or upon the advice of the departmental council, shall establish search committees and other *ad hoc* committees whenever necessary. Members of such committees, including student members, shall be appointed by the department chair.

VIII. FACULTY MEETINGS (MEETINGS OF THE DEPARTMENTAL COUNCIL)

The departmental council shall meet, upon the call of the department chair, not less than once each semester during the academic year, or upon the request of at least one-fourth of the council's members. The department chair shall provide a schedule of all faculty meetings to departmental council members before the start of each semester. A call for agenda items and completed agenda will be delivered to all members of department council faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting.. The department chair will make reasonable efforts to have the meeting take place within one week of receipt of the request.

The department chair shall preside at meetings. Meetings shall be conducted according to *Robert's Rules of Order: Newly Revised* (latest edition). Records of meetings and all other actions covered by the *Pattern of Administration* shall be electronically maintained. The department chair will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes will be distributed to all members of department council faculty and approved or amended at the following departmental meeting by a simple majority vote of all members of department council faculty who were present at the meeting covered by the minutes.

For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote.

Departmental matters other than personnel decisions that necessitate a vote are decided by majority decision. The department chair shall vote in such matters only if there is a tie or if voting is to be done by written ballot. 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 department chair will necessarily make the final decision. In the event the chair feels it necessary to depart from the majority opinion, he or she should so inform the departmental council when its members are present together in a meeting. He or she should give reasons and invite comments. Should this meeting fail to produce agreement, the chair, in acting or recommending action to the college or university administration, is to report in writing on the difference of opinion to relevant administration officials and provide a copy to each member of the departmental council.

Either the department chair or one-third of all faculty 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 faculty members eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given one week to respond.

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

IX. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD

Faculty roles and responsibilities are defined in accordance with university rules. Depending on their appointment type, members of the faculty are expected to contribute to the instructional, funded research, scholarship, outreach, and/or

administrative missions and roles of the college. It is neither expected nor considered desirable for all faculty members to make equivalent contributions to each of these missions. Faculty roles and responsibilities are described in the initial letter of offer and workload assignments and expectations for the upcoming year are addressed as part of the annual review process based on departmental needs as well as faculty productivity and career development. When a faculty member's contributions decrease in one of the areas in which they contribute, additional activity in one or more of the other areas is expected.

During on-duty periods, faculty members are expected to be available for interaction with students, research, departmental meetings and events, and service responsibilities even if they have no formal course assignment. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours in order to be readily available to students: They should schedule one office hour per week per course taught, at a minimum; when on-duty but not teaching, faculty must be available to meet students when necessary. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XII) 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 department 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 department 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. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department chair.

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, responsibilities, and workload may be adjusted by the department 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 of the Department of Germanic Languages and Literatures are expected to contribute in all areas of the university's mission via teaching, research, and service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected.

Teaching

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment, general education, and specialized courses in both the undergraduate and graduate curriculum. 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. Courses are usually spread over the introductory, upper-level undergraduate, and graduate curriculum.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

The standard teaching assignment may also vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, 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. Faculty members on a four-course load are expected to provide substantial service to the department, the college, the university, and/or the profession. Tenured faculty members who for programmatic or other considerations cannot be expected to provide substantial service to the department, the college, the university, and/or the profession may be assigned five courses per academic year.

All tenure-track faculty members must do some formal instruction and advising over the course of the academic year.

The department chair is responsible for making teaching assignments on an annual basis in consultation with the divisional dean and annually arranges teaching assignments in consultation with the department's Scheduling Committee. The department chair and/or divisional dean may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department

Research

The department expects its faculty members to engage in research continuously, to present their findings regularly to their professional peers, and to integrate their research into their teaching. These expectations are described 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. Over a four-year rolling period a faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of similar quality and length as articles. Although publication is central, the department is also interested in such indices of scholarly distinction as grants and awards, memberships on boards of editors, leadership roles in prominent professional societies, and visiting lectureships in both the United States and abroad.

Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession, 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.

Good citizenship is valued in the department. Good citizenship consists in contributing to the common good of the department, but does not exclude dissent and constructive criticism. Being a good departmental citizen means, in part, serving as a member or chair of the department's committees, each of which helps coordinate, support, and evaluate the work of the department in teaching and research. It also means serving in positions and on committees outside the department. For example, faculty members may serve on graduate examining committees, direct honors and masters' theses, and supervise doctoral dissertations, while also providing individualized directed study and research for both undergraduate and graduate

students. For tenured faculty, committee service will typically include service on two committees within the department and one outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university). In addition, members commonly assume service responsibilities in their professional associations. The department also recognizes public service and outreach activities at local, state, national, and international levels.

The service expectations for probationary faculty are reduced during their first four years of service.

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other departmental events

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the department 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 department chair should also consider this additional service burden in managing equity of service loads among faculty.

i. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy.

The department's executive committee will evaluate all SA proposals and make recommendations to the department chair, whose 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

Teaching faculty with the titles of assistant teaching professor, associate teaching professor, and teaching professor are expected to contribute to the teaching and service missions of the Department of Germanic Languages and Literatures as outlined in their appointment letter. Teaching faculty at the rank of professor and those who

seek to be promoted to that rank are also expected to contribute to the university's mission via scholarship.

The standard workload expectations for full-time teaching faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service.

C. Associated Faculty

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

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

Faculty members with tenure-track titles and appointments <50% FTE will have each dimension of their workload responsibility (teaching, research, service) adjusted proportionally to 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.

D. Modification of Duties

The Department of Germanic Languages and Literatures 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.

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

A faculty member who is relieved of teaching duties for a semester under the modified duties process cannot be required to make up the teaching at a later time.

X. COURSE OFFERINGS, TEACHING SCHEDULE, AND GRADE ASSIGNMENTS

As noted previously, the department chair annually arranges teaching assignments in consultation with the department's Scheduling Committee. However, the dean and divisional deans are ultimately responsible for approving course offerings and teaching schedules and assuring that courses needed by students are being offered, class availability is distributed across the day and week, and that minimum class sizes are maintained as required by Faculty Rule 3335-8-16.

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.

In order to achieve equitable workloads for all faculty, the teaching responsibilities for an individual faculty member may be adjusted in response to variations in research, service, and other activities.

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

The department chair will discuss the departmental budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the department chair.

Resource allocation amounts and guidelines for faculty travel and research expenses, including films, photocopying, and RA support, will be determined for each academic year by the department chair.

The allocation of office space will include considerations such as achieving proximity of faculty in subdisciplines and productivity and grouping staff functions to maximize efficiency.

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

The department encourages its faculty and graduate students to participate in professional conferences and provides an allowance to support the expenses of travel. The amount of the allowance is determined by the chair and announced at the beginning of the academic year.

XII. LEAVES AND ABSENCES

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.

All faculty should inform the department chair of all impending plans for extensive leave as listed below — discretionary, medical, unpaid, and FPL. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave.

A. Discretionary Absence

Faculty are expected to complete a travel request or a request for absence form (requires log-in) 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. Faculty Rule 3335-5-08 requires that a discretionary absence from campus for more than ten consecutive business days during a semester be approved by the chair, divisional dean, and executive vice

president and provost.

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete a request for absence form (requires log-in)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

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leave. The information provided below supplements these policies.

The chair will review all requests for faculty professional leave and evaluate them according to the following criteria:

1. Scope and Nature of the project, the specific objective for the Faculty Professional Leave period, and the purpose of the study being undertaken.
2. Evidence that the projected study will make a significant contribution to the field involved.
3. Evidence that the applicant will be able to make substantial progress on the projected study or in the area of study during the requested leave period.
4. The qualifications of the applicant to undertaken the proposed study.

The chair will submit a recommendation on FPL applications to the Dean or their delegate and rank the applications using the above criteria.

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 Policy 6.27, and the Family and Medical Leave Policy 6.05.

In some circumstances, a modified workload for a period of time may offer a better

solution than the use of leave. The College of Arts and Sciences has developed a modified duty practice for faculty that exists within the framework of the university's leave policies. See Section IX.D. of this document and Appendix A in the College of Arts and Sciences' Pattern of Administration for more details.

XIII. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

The department's guidelines follow university policies for additional compensation policies and for outside activities. Information on faculty 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.

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 additional 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 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.

Any faculty who wish to assign books they have authored and for the sale of which they will receive royalties must submit the syllabus for the course to the chair of the department at least three weeks before the beginning of the semester in which the book will be used. The syllabus will be reviewed by the Executive Committee for appropriateness.

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 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

The department will review all faculty, staff, and student complaints and grievances, as well as allegations of sexual harassment and faculty misconduct, on an *ad hoc* basis. For academic cases, the department chair will appoint a three-person committee to investigate the complaint, grievance, or allegation. Nonacademic matters will immediately be referred to the Office of Human Resources, the Office of Legal Affairs, the Office of University Compliance and Integrity, or the Office of Civil Rights Compliance, as appropriate. If the grievance involves the department chair or the department chair is not the appropriate contact for some other reason, the complainant should bring the matter to the attention of the divisional dean. 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 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 wish to pursue the matter may be eligible to file an appeal through the College of Arts and Sciences Faculty Salary Appeals Process, which is described in Appendix C of the College Pattern of Administration. 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 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 department 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.

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05.

D. Harassment, Discrimination, and Sexual Misconduct

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

- Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's policy on equal employment opportunity.

- 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 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.