# Pattern of Administration
# for
# The Ohio State University
# Department of Linguistics

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## I Introduction

This document provides a brief description of the Department of Linguistics, as well as a description of its guidelines and procedures. It supplements the Rules of the University Faculty, and other policies and procedures of the university to which the department and its faculty are subject. The latter 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 in a manner consistent with the department's established practices and procedures, obtained through discussion in a faculty meeting. 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. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

This Pattern of Administration can also be amended by consensus of the Committee of the Whole. If consensus cannot be reached, a two-thirds positive vote of the Committee of the Whole (Section VI) will be required to amend this document. Proposed amendments must be made in writing to the department chair at least two weeks before the next scheduled meeting of the Committee of the Whole.

## II Department Mission

The overall mission of the Department of Linguistics is to pursue the scientific investigation of language as a human phenomenon in its historical, psychological, and social dimensions, through effective and innovative undergraduate teaching, a research-oriented graduate program, and high-quality faculty and student research covering the major subareas within the discipline of linguistics.

The Department of Linguistics is dedicated equally to teaching and research and expects members of its faculty to excel in both types of activities. In addition, all members of the faculty are expected to serve on appropriate departmental, divisional, college, and university committees. The Department's appointment, review, and tenure and promotion criteria arise out of these expectations and are formulated with the above mission statement in mind.

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

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 this department includes tenure-track faculty and teaching faculty with compensated FTEs of at least 50% in the Department and a tenure home in the Department, and associated faculty.

The department makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty are eligible to vote on all matters of faculty governance within the department.

The department makes teaching appointments. Teaching faculty titles are assistant teaching professor, associate teaching professor, and teaching professor. Teaching faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions. Any teaching faculty member appointed by the department may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in Faculty Rule 3335-7-11(C)(2).

### A. Teaching Faculty Appointment Cap

The percentage of teaching faculty in the department will not exceed 20% of the total of the tenure-track and teaching faculty in the department.

Associated faculty include lecturers and senior lecturers, tenure-track faculty with 1-50% appointments, visiting faculty, and adjunct faculty. Associated 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 this department are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

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 Department Services and Staff

The operations of the department are supported by three full-time staff members.

*Department Manager*

The department manager serves as the fiscal and human resources manager for the Department of Linguistics; manages all budget/financial functions for the department, including development funds, earnings funds, research funds, sponsored project funds, and private contracts; monitors fiscal and HR activity; collaborates with the department chair to prepare budget projections and plans; prepares budget reports; prepares budgets for sponsored research grants in collaboration with principal investigators and the Office of Sponsored Programs; monitors grant activity to ensure compliance with sponsor regulations; oversees personnel appointments on grants and contracts; manages time and effort reporting on grant activities; advises the department chair regarding finances and reports; reconciles fiscal and HR data and reports; manages performance management process for the department; analyzes HR activity and data to advise the department chair in decision making; resolves operating problems and employee relations issues; analyzes fiscal data; works closely with the Business Services Center on processing of HR and fiscal transactions; manages the department's purchasing card; and completes other duties as assigned.

*Graduate Program Coordinator*

The graduate program coordinator coordinates the department's graduate program; coordinates the department's communications in collaboration with ASC Communication; analyzes enrollment statistics;

coordinates special events; coordinates development activities; coordinates promotion and tenure and faculty reviews; supervises undergraduate student office employees; provides general office management; teaches Linguistics course(s); and completes other duties as assigned.

*Undergraduate Program Coordinator*

The undergraduate program coordinator serves as academic counselor and counseling coordinator; assists students in selection of courses consistent with their developing goals and interests; participates in orientation and recruitment activities; participates on department, college, and other relevant administrative committees; maintains a database of undergraduate students; produces regular detailed reports related to advising performance and expectations; organizes visits of prospective undergraduate students; organizes course scheduling and room assignments; monitors enrollments and oversees course evaluation; manages curricular flow and curricular concurrence; reviews curricular requests; provides advice to faculty members regarding curricular issues; manages and coordinates assessment process for undergraduate program; oversees assessment initiatives involving data collection and analysis; supervises and evaluates lecturers; coordinates special events, including social events, conferences, workshops, outreach activities and initiatives, booking accommodations; performs administrative job actions; teaches Linguistics course(s) as needed; and completes other duties as assigned.

## VI Overview of Department Decision-Making

The administrative procedures of the Department of Linguistics are designed to foster the widest possible participation in departmental decision-making by the faculty and its students. To the extent possible, decision-making is carried out in faculty department meetings, wherein the tenure-track faculty, teaching faculty and one elected representative of the graduate students act as a Committee of the Whole. If it is necessary or expedient, decisions may be reached through consultation by the department chair with the members of the Committee of the Whole individually, through face-to-face meetings or electronically.

The implementation of departmental policy is the responsibility of the chair, although in certain cases this responsibility will normally be delegated, e.g., to the Graduate Studies Committee chair, the Undergraduate Studies Committee chair, or the chair of the various M.A. and Ph.D. committees, etc. The department chair will regard himself/herself as bound by any majority vote of the Committee of the Whole (where matters at hand fall within the province of the department) unless he/she believes that there are compelling reasons for acting otherwise. In this latter event, he/she is to convene the departmental members and elected student representative (if appropriate), advise them of his/her belief, and give those present an opportunity to change the vote or to persuade him/her that his/her reasons are not compelling. Should this meeting fail to produce agreement, the department chair will abide by the recommendation of the Committee of the Whole, except where this conflicts with the responsibilities of the chair as described in Faculty Rule 3335-3-35. In certain exceptional cases (e.g., during the summer or when great speed in decision making is indicated) the department chair may elect to assume the responsibility of decision-making. However, the department chair is expected to make every effort to consult with available faculty and the elected representative of the students before coming to a decision in such cases and any decision made is subject to review and possible modification at the next regularly scheduled faculty meeting.

## VII Department Administration

### A Department Chair

The Department Chair is selected, appointed and re-appointed according to a process specified in the Pattern of Administration of the College of Arts and Sciences (Section VI.A.1) and Faculty Rule

3335-3-35. In the decision processes to select, appoint, reappoint, and conduct an internal vs. external search for the chair, the dean of the college or designee will consider feedback from the department.

The primary responsibilities of the department chair are set forth in Faculty Rule 3335-3-35. 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 department chair 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 department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

- To plan with the members of the faculty and the dean of the college or designee 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 both university 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 their department and to place in that file a response to any evaluation, comment, or other material contained in the file.

- To recommend to the dean of the college, after consultation with the eligible faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set

forth in Faculty 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.

- To prepare 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.

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 document, subject when relevant to the approval of the college dean, Office of Academic Affairs, and Board of Trustees.

Operational efficiency requires that the department chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The department 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 department chair will explain to the faculty the reasons for the departure, ideally before action is taken.

## B Other Administrators

*Vice Chair*

The vice chair will advise the chair on matters related to the administration of the department; will assist the chair in drafting externally-oriented documents such as semester newsletters, letters to donors, or reports for the college; and will assist the chair in responding to extraordinary events that impact the department should any arise.

*Director of Graduate Studies*

The director of graduate studies serves as chair of the Graduate Studies Committee. The primary responsibilities of the director of graduate studies are to oversee and administer the department's graduate degree programs and to serve as the liaison between the Graduate School and the graduate faculty members in the graduate program. Other responsibilities of the director of graduate studies include, but are not limited to: overseeing graduate student recruitment, admissions, and fellowship nominations; leading biannual reviews of graduate student progress; and evaluating and improving instructional and administrative processes in the graduate program on an ongoing basis.

*Director of Undergraduate Studies*

The director of undergraduate studies serves as chair of the Undergraduate Studies Committee and Honors Advisor. The primary responsibility of the director of undergraduate studies is to oversee and administer the department's undergraduate degree programs and curriculum. Other responsibilities of the director of undergraduate studies include, but are not limited to: academic advising of Honors majors and minors in linguistics; overseeing undergraduate student recruitment; and evaluating and improving instructional and administrative processes in the undergraduate program on an ongoing basis.

*GTA Coordinator*

The GTA coordinator, who may be a senior lecturer or teaching faculty, oversees all graduate teaching associates in the department. The responsibilities of the GTA coordinator include, but are not limited to: reviewing all GTA syllabi prior to the start of each semester; conducting in-class evaluations of all GTAs each semester; teaching LING 6000 Teaching Introductory Linguistics and LING 7890.01 TA Workshop; overseeing revision of the *Language Files*; and compiling nominations of GTAs for internal and external teaching awards.

## 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 department chair is an ex officio member of all department committees and may vote as a member on all committees except the Committee of the Eligible Faculty.

Except for the Committee of the Whole, all faculty appointments to committees, including committee chairs, and other service assignments are made by the department chair, who may consult with the faculty to determine appropriate assignments. Appointments are normally for a one-year period, and are renewable. Except where otherwise noted, e.g., for ad hoc committees, for which the department chair will make the appointment, all student members of committees are elected by the students. All committee members, including faculty, staff, and student members, are voting members, except where otherwise noted.

Unless otherwise indicated, all references to faculty members on committees refer to tenure-track and teaching faculty.

*Arts & Science Senator and Alternate*

One faculty member serves as the Arts & Sciences Senator and a second faculty member as the Alternate. The Senator, or Alternate in the Senator's absence, represents the department in the Faculty Senate of the College of Arts & Sciences.

*Advancement Committee*

The Advancement Committee consists of a faculty chair, one additional faculty member, the graduate program coordinator, and at least three graduate students. The committee is responsible for developing and/or encouraging fundraising initiatives for the department, making recommendations to the department chair regarding awarding funds from department advancement accounts, and producing the department's biannual alumni newsletter. It is expected that the development committee should consult with experts on campus in the areas of funds that lie outside the committee members' scholarly domains.

*Committee of the Whole*

The committee of the Whole consists of all tenure-track and teaching faculty plus one graduate student representative, who is elected each year by the graduate students in the department.

*Equal Opportunity and Outreach Committee*

The Equal Opportunity and Outreach Committee consists of one faculty chair, one other faculty member, and at least one graduate student member. Its responsibilities are to raise the profile of the department across the university and in the broader community, and to collect, archive, and make available to members of the department information relevant to anti-discrimination and outreach activities. The committee will work to foster ties with other relevant university offices to gain access to, develop, and/or encourage initiatives that may enhance access and educational opportunities within the department or the university more generally.

*Faculty Awards Committee*

The Faculty Awards Committee consists of one faculty chair, and at least one additional faculty member. The committee is responsible for coordinating university internal and external award nominations for the department's faculty members.

*Graduate Studies Committee*

The Graduate Studies Committee consists of a faculty chair, at least two members of the graduate faculty as appointed by the department chair, and two elected graduate student members (one 'senior' voting member and one 'junior' non-voting member). The senior elected student member must be in at least their third year in the program to stand for election. The junior elected student member must be in at least their second year in the program to stand for election and is a non-voting member of the committee. The duties of the Graduate Studies Committee are to supervise any correspondence with prospective graduate students, to screen applicants for admission to the graduate program and for fellowship nominations (the final decisions to be made by the full faculty), to jointly oversee, with the Undergraduate Studies Committee, the MA program, and to perform other duties of a departmental graduate studies committee as set forth in the Graduate School Handbook. The committee serves as advisory to the department chair concerning graduate course offerings. The student members participate in all activities related to the graduate program, except for those involving specific students, including prospective students. The student members therefore do not participate in admissions or biannual student reviews, among other activities.

*Junior Faculty Mentoring Committees*

Each non-tenured tenure-track and probationary teaching faculty member and, where feasible, each associate professor and non-probationary teaching faculty member, shall be assigned a mentoring committee by the department chair made up two faculty members more senior than the mentee, who will consult with the mentee at least once per year to provide advice and answer questions. The committee is responsible for mentoring the junior faculty member in publishing, teaching, service, and other areas, as relevant.

*Laboratory and Computing Committee*

The Laboratory and Computing Committee consists of a faculty chair, an IT staff member, and at least three graduate student members. Its purpose is to oversee the functions of the department's

computing equipment including copiers and printers, to administer their operation, maintenance, and improvement, and to organize and run tutorials, typically 3-4 per year, on technical and professionalization topics. Upon request, the committee provides the department chair with a proposed budget for the following year, based on their assessment of the department's computational needs. The chair of the committee serves as liaison to the systems support staff.

*Language Files Committee*

The Language Files Committee consists of the GTA coordinator and the department chair. Graduate students may be asked to contribute to the work of the committee on an ad hoc basis. The committee is responsible for vetting enquiries regarding *Language Files*, for maintaining a record of revisions to past editions and those proposed for future editions, and for producing new editions.

*Linguistics Outside the Classroom Committee*

The Linguistics Outside the Classroom (LOC) Committee consists of the PI of the Comprehensive Research Protocol in Linguistics as approved by the Office of Responsible Research Practices, the GTA coordinator, and at least two graduate students. Either the PI of the Comprehensive Research Protocol in Linguistics or the GTA coordinator may serve as chair of the committee. The committee is responsible for administering and maintaining the LOC requirements in undergraduate courses and for keeping IRB approval of the departmental research protocol, including the subject pool protocol, current.

*Peer Review of Teaching Committee*

The peer review of teaching committee is described in full in the Appointments, Promotion and Tenure Document.

*Committee of the Eligible Faculty*

The Committee of the Eligible Faculty serves as the promotion and tenure committee for the Department of Linguistics. The membership and duties of the Committee of the Eligible Faculty are described in the Appointments, Promotion and Tenure Document. A committee chair is appointed annually by the department chair.

*Social Events Committee*

The social events committee is made up of four department members, including faculty, staff, and graduate students. The committee is chaired by a faculty or staff member appointed by the department chair. The committee is responsible for coordinating department social events, such as parties and other functions.

*Speakers Committee*

The Speakers Committee consists of a faculty chair and at least five graduate student members. Members of the committee share the responsibility of maintaining the department's calendar of events, scheduling the department's colloquium series, notifying the linguistics community of upcoming talks, and of assuring that there is a faculty or student host assigned to coordinate the visit of each external speaker. The host need not be a member of the Speakers Committee. The Speakers Committee chair will take the lead in organizing graduate student talks relating to requirements of the

graduate program. The Speakers Committee coordinates its funding activities with the Department Manager and department chair.

*Teaching Awards Committee*

The Teaching Awards Committee consists of a faculty chair (who may be a senior lecturer), at least one graduate student member who is a former Teaching Award winner, and, where feasible, one other faculty member. Its purpose is to screen nominations for the Departmental Award(s) for Excellence in Teaching Linguistics by graduate teaching associates and to make a decision about the current year's awardee(s).

*Undergraduate Studies Committee*

The Undergraduate Studies Committee consists of a faculty chair who also serves as honors advisor, the undergraduate program coordinator, the GTA coordinator, and other faculty as appointed by the department chair. The committee is responsible for overseeing the linguistics undergraduate programs and the linguistics general education courses, and for jointly overseeing, with the Graduate Studies Committee, the MA program. The committee serves as advisory to the department chair concerning undergraduate course offerings.

*Social Media Committee*

The Social Media Committee consists of one faculty chair and at least one graduate student member. Its responsibilities are to manage and post updates to the department's social media accounts.

*Advisory and Ad Hoc Committees*

In addition to the standing committees described above, the chair may appoint advisory committees to advise him/her on administrative matters. In addition, the chair may appoint ad hoc committees from time to time for special tasks, such as searching for candidates for an open faculty position, supervising a departmental publication, etc. Unless the nature of the committee's task demands otherwise, at least one student from the department will be included in any such committee. Any other positions required of TIUs by other University organizations will be filled in the prescribed manner.

## VIII Department Meetings

The policies of the Department of Linguistics are determined in department meetings, chaired by the department chair, which are open to all members of the faculty (tenure-track, teaching and associated), all staff, and all graduate and undergraduate students majoring in linguistics. The department chair will provide to the faculty, staff, and graduate students a schedule of department meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for biweekly meetings. A call for agenda items and completed agenda will be delivered to the faculty, staff, and graduate students by email before a scheduled meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the faculty. The department chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. Any faculty member or student may have a policy question placed on the agenda. The department chair will be responsible for seeing that minutes are maintained for all department meetings on the department's internal website.

Special policies pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion and Tenure Document. In the event that an item on the agenda of a department meeting concerns an individual student, staff, or faculty member, all students will be excluded from discussion of such agenda items. Staff and associated faculty will also be excluded from discussion of such agenda items, unless their assigned duties are relevant to the agenda item (e.g., GTA coordinator, graduate program coordinator).

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 50% of all members of the Committee of the Whole. Only members of the Committee of the Whole are eligible to vote in department meetings. In order for the vote to be valid, at least two-thirds of the Committee of the Whole present in the meeting must vote. Abstentions are not votes. Voters may vote by conference call or video conference. In general, an attempt will always be made to reach a decision on departmental matters by consensus of those present at all department meetings, an actual vote being taken only if a consensus fails to be reached after discussion of the issues involved.

Either the department chair or one-third of the Committee of the Whole 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 the Committee of the Whole.

When a matter must be decided and a simple majority of the Committee of the Whole cannot be achieved on behalf of any position, the department chair will necessarily make the final decision.

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

## 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 as part of the annual performance and merit review by the department chair based on department 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, and department meetings and events 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. Faculty should keep office hours of at least two hours per week in terms during which they teach. 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 performance and merit 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 department 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 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.

### Teaching

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard teaching workload expectation for full-time tenure-track faculty members in the Department of Linguistics is 40-50% time allocation to total workload according to the university workload guideline. In most cases the course load for tenure-track faculty is four courses per year. The maximum course load per year is eight courses for faculty who do no service, advising, publication, or research. The minimum is zero for faculty on leave for the entire year. In addition, faculty are expected to advise majors, minors, and graduate students, serve on graduate examining committees, direct honors, bachelors, and masters theses, and serve on doctoral committees in other units, while also providing individualized directed study and research for both undergraduate and graduate students.

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. Teaching loads may also be reduced as a result of contractual negotiations, as a result of grants and fellowships, as a result of SAs and FPLs, or at the discretion of the chair for particularly demanding service obligations (such as graduate studies chair, undergraduate studies chair, major national professional offices, or major editorships).

The teaching assignments of any given academic year are to be determined by the department chair in consultation with each faculty member and the divisional dean. The department chair 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 or the college. Courses that fall within the expertise of more than one faculty member are to rotate among those having this expertise when feasible. In the planning of course offerings by the department chair and members of the faculty, the following factors will be given consideration: the faculty's views as to what courses and seminar topics constitute a valuable and academically sound program in linguistics, the students' views as to what courses and topics they most wish to take, and overall curricular needs of various tracks within the graduate program, of the undergraduate program, and of other programs on campus. Typically, each member of the faculty will teach at all levels of the curriculum in each year, including lower-division undergraduate courses, GE courses, courses for majors, and graduate courses.

All tenure-track faculty members 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 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. Faculty in the Department of Linguistics are expected to maintain an active research program, as evidenced by the publication of books, articles in scholarly journals, participation in professional meetings and publications in their proceedings, and seeking and obtaining external funding where such funding is available and relevant for the faculty member's research. The typical quantity of published work is defined in the department's Appointment, Promotion and Tenure Document. Faculty with the opportunity to obtain external funding are expected to be funded or seeking funding at all times.

**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. For tenured faculty, this will typically include service on two to four department or university committees. 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).

All faculty members are expected to attend and participate in department meetings, recruitment activities, and other department 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 information provided below supplements this policy.

Requests for Special Assignments (SA) for a given year are to be given to the department chair in the form of an explicit, written research proposal, normally in the early spring of the preceding academic year. The department chair will recommend a candidate for SA to the dean of the college or designee provided that he/she is convinced that (a) the department can adjust its teaching schedule and committee work to the absence of the faculty member; (b) the proposed research is of importance to the field of linguistics; and (c) the proposed research can be completed during the time period requested. In the event that more proposals are submitted than can be accommodated by the teaching schedule of the department in a given year, the department chair will make his/her recommendations to the college on the basis of the relative merits of the proposals and their potential benefits to the department, college, or university as well as the ability of the TIU to accommodate the SA at the time requested. When proposals are of roughly equal merit, the department chair will make his/her recommendations in such a way as to distribute SAs as equitably as possible among the members of the department.

### B Teaching Faculty

All teaching faculty are expected to contribute to the university's mission via teaching, research (if required), and service, depending upon the terms of their individual appointments. Teaching, service assignments and research expectations are determined at the time of appointment and specified in the letter of offer to the candidate.

The standard workload expectations for full-time teaching faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Adjustments to the standard teaching assignment may be made to account for particularly demanding service obligations.

### 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

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

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

### D Modification of Duties

The Department of Linguistics 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's 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 Paid Time Off Policy 6.27.

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. 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

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. However, the dean and divisional deans are ultimately responsible for course offerings and teaching schedules. 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 online 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 may need to be canceled at the discretion of the department chair 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.

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 Department 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 department budget with the faculty, as appropriate, and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the department chair.

Research space shall be allocated on the basis of research productivity, including external funding, and will be reallocated periodically as these faculty-specific variables change.

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.

Funds are allocated by the department chair for travel in the conduct of departmental business or to present papers or engage in colloquia at significant meetings of linguists or scholars in related disciplines.

In general, the policy of the department is to disburse funds for travel in as equitable a manner as is possible, but also taking into account the relative scholarly significance of proposed trips.

## 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. The information provided below supplements these policies.

### A Discretionary Absence

Discretionary absence from duty (for attendance at a professional meeting or to engage in consulting) will be coordinated so as not to interfere with instructional or other comparable commitments. Faculty are expected to complete a travel request or a request for absence form well in advance of a planned absence 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 department chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. 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 department chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. 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 department's ad hoc FPL committee will be convened for those terms when FPL applications are submitted for review, and will be composed of the Graduate Studies Committee chair and the Undergraduate Studies Committee chair. If a conflict of interest arises such that a member of the committee must recuse himself/herself, the department chair will appoint another faculty member as a replacement. The committee will review all requests for FPL, and make a recommendation to the department chair based on the following criteria:

- The importance of the proposed research to the field of linguistics.

- The likelihood that the proposed research will contribute to the goals of the department and the future success of the faculty member's research program.
- The likelihood that the proposed research can be completed during the time period requested.

The department chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member, as well as the ability of the department to accommodate the leave at the time requested. In the event that more proposals are submitted than can be accommodated to the work of the department of a given year, the department chair will make his/her recommendations to the dean on the basis of the relative merits of the proposals. When proposals are of roughly equal merit, the department chair will make the recommendations in such a way as to distribute FPLs as equitably as possible among the members of the department.

### 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.

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

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 department 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 or her, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's department chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

## 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 department 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 or her salary is inappropriately low should discuss the matter with the department 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 department 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 department 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 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.

### 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 department chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the department 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 department 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 department chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

### G Academic Misconduct

In accordance with the Code of Student Conduct, faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct. See also Board of Trustees Rule 3335-23-05.