

Pattern of Administration  
for  
The Ohio State University  
Department of Anthropology

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## **I Introduction**

This document provides a brief description of the Department of Anthropology 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 is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

## **II Department Mission**

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

In scholarship, the Department of Anthropology is dedicated to producing and disseminating high-quality scholarship that is empirically grounded, theoretically informed, and ethically aware. In undergraduate teaching, the department works to engage students and encourage them to develop a lifelong interest in cultural and biological diversity from ancient times to the present day. In graduate education, its primary mission is to train generations of anthropologists who adhere to the highest standards of scholarship and professional ethics. In service, the Department embraces OSU's mission to employ knowledge to improve the well-being of our state, regional, national, and global communities. The discipline of Anthropology has a special role to play in disseminating well-contextualized, evidence-based knowledge about cultural and biological diversity.

## **III Academic Rights and Responsibilities**

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns. This statement is available on the Office of Academic Affairs (OAA) website.

## **IV Faculty**

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 and teaching faculty with compensated FTEs of at least 50% in the department, and associated faculty.

The Department of Anthropology makes tenure-track appointments with titles of assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of department governance.

The Department of Anthropology makes teaching faculty appointments. Teaching faculty titles are assistant professor of teaching anthropology, associate professor of teaching anthropology, and professor of teaching anthropology.

On April 7 and October 15, 2021, the department faculty voted to extend governance rights to teaching faculty. Teaching faculty are expected to attend faculty meetings and are encouraged to participate in

discussion of all matters affecting the department. In addition, teaching faculty may vote on decisions regarding undergraduate programs, advising and instruction, teaching faculty, and changes to POA and APT documents related to these matters. Teaching faculty may not vote on decisions regarding tenure-track appointment, promotion, and tenure decisions; the graduate program (e.g., admissions, policies, programmatic changes); courtesy appointments, or revisions to POA and APT documents related to these matters. Eligible teaching faculty may vote on teaching faculty appointments, reappointments, contract renewals, and promotions. Any teaching faculty member appointed by the unit 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 appointment cap on teaching faculty in relation to the total of tenure-track and clinical/teaching/research faculty is established in the [college pattern of administration](#).

In accordance with Faculty Rule [3335-7-03](#), unless an exception is approved by the University Senate and the Board of Trustees, teaching faculty may comprise no more than 20% of the tenure-track, clinical/teaching/practice, and research faculty in the College of Arts and Sciences.

In the Department of Anthropology, teaching faculty may comprise no more than 20% of the tenure-track, tenured and teaching faculty.

The Department of Anthropology makes associated faculty appointments. Associated faculty titles include Lecturer, Senior Lecturer, Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor, Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, and Assistant Professor, Associate Professor and Professor with FTE's below 50%.

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 Staff and Services**

The departmental staff address four areas of responsibility:

#### **A Fiscal and Human Resources Manager**

This staff member manages the department main office and other staff and serves as administrative assistant to the department Chair. The duties of the Fiscal and Human Resources Manager are to:

- reconcile departmental financial documents;
- oversee compliance with OSU training, financial, and travel policies,
- coordinate physical facilities,
- serve as the liaison with the College of Arts and Sciences Service Center,
- monitor time sheets for all departmental biweekly employees, and
- process all graduate student employees.

#### **B Graduate Program Coordinator**

This staff member oversees the administration of the graduate program. The duties of the Graduate Program Coordinator (GPC) are to:

- maintain graduate student records,

- organize applications to the graduate program and coordinates with the faculty Graduate Studies Committee in review of applications for the annual admissions cycle;
- meet with all prospective graduate students and assists with arrangement of visits to the OSU campus;
- implement the scheduling of all courses taught in the Department of Anthropology.
- Assist the Director of Undergraduate Studies with online submission of course and degree proposals and assessment data

### **C Information Technologist**

This staff member maintains departmental information technology and computing. The duties of the Information Technologist are to:

- Purchase and maintain departmental computers and software;
- Coordinate with ASC Tech to implement recommended and required technology policies within the department;
- Assist faculty and graduate students with department-owned hardware and software

### **D Office Associate**

This staff member performs a variety of duties in support of department operations. The duties of the Office Associate are to

- maintain and update the department website,
- manage key control,
- collect faculty, lecturer, and graduate teaching associate syllabi
- assist faculty and GTAs with grade changes,
- complete data entry for supplies, equipment, and travel,
- manage data
- supervise the Hughes Memorial Reading Room.

In addition to these staff positions, an undergraduate advisor is assigned by the College of the Arts and Sciences to the department on a part-time basis. This individual assists anthropology students with program planning and other undergraduate advising needs.

## **VI. Overview of Department Administration and Decision-Making**

Policy and program decisions are made in a number of ways: by the department faculty as a whole, by standing or special committees of the department, or by the chair. The nature and importance of any individual matter determine how it is addressed. Department 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. Department Administration**

### **A Chair**

The primary responsibilities of the chair are set forth in Faculty Rule [3335-3-35](#). This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

Other responsibilities of the chair, not specifically noted elsewhere in this Pattern of Administration, are

paraphrased and summarized below.

- 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 a progressive program; to encourage research and educational investigations.
- 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 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, 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 departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- 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.

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

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

## **B Other Administrators**

**1 The Director of Graduate Studies (DGS)** is responsible for overall supervision of the graduate program and also serves as Chair of the Graduate Studies Committee. The DGS is appointed by the Chair and normally serves a term of two years, renewable for a maximum of one year.

**2 The Director of Undergraduate Studies (DUS)** is responsible for overall supervision of the undergraduate major and minor programs and also serves as Chair of the Undergraduate Studies Committee. The DUS is appointed by the Chair and normally serves a term of two years, renewable for a maximum of one year.

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

### **1 Graduate Studies Committee**

The Graduate Studies Committee (GSC) administers the graduate program of the department in accordance with university rules and regulations specified in the [Graduate School Handbook](#) and with departmental rules and regulations given in the *Graduate Student Handbook*. The tasks of the GSC include, but are not limited to:

- Selection of the recipients of departmental graduate funding awards for travel and research through a competitive process;
- Evaluation and ranking of applicants for GA support;
- Coordination of the review process for applicants to the graduate program;
- Periodic review and assessment of the graduate program to ensure that it remains consistent with the department mission as well as trends in academic employment.

The Director of Graduate Studies also serves as the Chair of the Graduate Studies Committee (GSC). The GSC also includes two members of the tenure-track faculty and one graduate student representative. The two members of the faculty are appointed by the Department Chair with input from the Chair Advisory Committee. Ordinarily the graduate student member is nominated by the Graduate Student Anthropology Association (GSAA) and approved by the DGS. The composition of the GSC should reflect a broad cross-section of the diversity of interests and perspectives represented amongst students and faculty.

The two faculty members of the GSC serve staggered two-year terms that are non-renewable but may be followed by a term as DGS. The graduate student member serves a one year term and does not participate in meetings at which confidential student records are discussed (for example, those devoted to graduate admissions, GTA appointments, and annual evaluations).

### **2 Undergraduate Studies Committee**

The Undergraduate Studies Committee advises on undergraduate matters, new courses, changes in existing courses, the Honors and Scholars Program, other curriculum matters, reviewing, and modifying the Undergraduate Handbook. Undergraduate Studies Committee membership is comprised of three tenure-track Columbus faculty, including the Director of Undergraduate Studies who also is the Undergraduate Committee Chair, and the departmental Honors and Scholars Program advisor. The third member is chosen by the department Chair with input from the Chair Advisory Committee and serves a two-year term, renewable for a maximum of one year. The composition of the USC should reflect a broad cross-section of the diversity of interests and perspectives represented within the faculty. The ASC staff advisor assigned to the department may also attend meetings of the USC at the discretion of the DUS but is not a formal, voting member.

### **3 Speakers Committee**

The Speakers Committee identifies guest speakers to be invited to the Department. The Committee



should consult with faculty to solicit suggestions and should update the faculty and the Department chair periodically on the schedule for speakers. The Chair of the Committee should take care to coordinate scheduling with the GSAA and the Undergraduate Club. The committee includes a chair plus two members of the tenure-track faculty appointed by the department chair. Membership on the committee is normally at least two years.

#### **4 Awards Committee**

The Awards Committee is responsible for selecting recipients of key awards, such as the annual Outstanding Graduate Student Teacher Award, Outstanding Doctoral Dissertation Award, and Outstanding Master's Thesis Award. The Awards Committee also oversees the selection of recipients of the LeVasseur Travel Award. Membership is normally for a term of at least two years. The committee membership is comprised of a chair and two other tenure-track faculty appointed by the department chair.

#### **5 Diversity, Equity and Inclusion Committee**

The Diversity and Inclusion Committee is responsible for developing, refining, and monitoring efforts to attract and retain students and faculty who enhance the department's diversity. Its activities include but are not limited to

- Assisting with the recruitment and retention of diverse applicants for faculty and staff positions
- Assisting the GSC and the USC with recruitment and retention of students from underrepresented minorities
- Ensuring that students and faculty who enhance departmental diversity receive appropriate mentoring and support

The committee is comprised of a chair and two other tenure-track faculty appointed by the department chair. The term served is at least two years.

#### **6 Chair Advisory Committee**

The Advisory Committee advises the department Chair on important matters affecting the department as a whole. It has a minimum of three members, all of whom are appointed by the Department Chair. Normally there will be one representative of each faculty rank on the Advisory Committee (Assistant Professor, Associate Professor, and Professor). Exceptions to this rule may be permitted at the Chair's discretion provided that the committee represent a broad cross-section of interests within the department. Teaching faculty are eligible to serve on the Advisory Committee. Each member serves a one-year term, renewable for up to one year. Committee meetings are convened by the Chair as needed, or at the request of at least two of its members.

One of the most important tasks of the Advisory Committee is to serve as a panel of peers for the annual review of faculty performance. The tenured members only of the Advisory Committee review the annual reports submitted by faculty and provide the Chair with assessments of faculty performance. Untenured members participate fully in all other matters taken up by the Advisory Committee.

#### **7 Ad Hoc Committees**

The departmental Chair appoints other committees as the need arises to assist in the administration of the department. The composition and responsibilities of search committees are described in the Anthropology Appointments, Promotion, and Tenure document.

All committees except the Committee of Eligible Faculty (see the [Appointments, Promotion, and Tenure](#)

[Document](#) for full information on this committee), the Chair Advisory Committee, and the Undergraduate Studies Committee have a graduate student member. The graduate students via the Graduate Student Anthropology Association choose this representative. Graduate student representatives are not permitted a vote.

### **VIII Faculty Meetings**

The chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to 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. A meeting of the department faculty will also be scheduled on written request of 25% of the department faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

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

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.

Either the 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.

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

The department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally 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 and Responsibilities**

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](#), Volume 1, Chapter 2, Section 1.4.3).

Faculty assignments are described in the initial letter of offer. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department chair based on departmental needs as well as faculty productivity and career development.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and departmental meetings and events even if they have no formal course assignment. Faculty will have a minimum of 3 office hours per week. 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.

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 OAA [Policy on Faculty Conflict of Commitment](#).

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the 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. Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work.

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 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. The chair is responsible for making teaching assignments on an annual basis, and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department.

#### Guidelines for Modification of Teaching Assignments

Providing high quality graduate and undergraduate education is an essential aspect of the Department's mission. Each faculty member is expected to engage in activities that contribute to the Department's graduate and undergraduate programs, including formal instruction. However, allocation of effort to the key areas of teaching, research, and service should remain flexible enough to accommodate changing needs of the department and individual faculty members. Anthropology faculty with active research programs invest considerable effort in grant proposal development, fieldwork (often in remote locations), grant management, and supervision of student researchers. Reduction of teaching commitments provides an opportunity to support these research activities.

The number of teaching opportunities in the Department for tenure-track faculty members (following guidelines established by the Office of the Executive Dean of the College of Arts and Sciences and the Divisional Dean of Social and Behavioral Sciences) will thus be established for an individual faculty member at either three or four courses per academic year. New faculty receive a three-course teaching load for a period not to exceed three years. The chairs of the Undergraduate Studies Committee, the Promotion and Tenure Committee, and the Graduate Studies Committee will normally receive a reduction for administrative service. In addition to adjustments for service contributions, the determination of the specific number of course assignments will be based on the research productivity of the faculty member over the preceding three years. In any given academic year, no more than one half of the faculty will have a three-course teaching assignment. The course assignments for individual faculty members will be determined by the Chair in consultation with the Chair Advisory Committee.

Faculty members who have a one semester FPL (or SA) will have a course assignment of two courses for the semester in which they are in residence. Faculty members may reduce the number of assigned courses through "buy-outs" using external grant funding following the guidelines established by the College of Arts and Sciences. However, by college requirements, tenure-track faculty members cannot reduce their number of course assignments to zero, even with grants, as long as they are receiving any general funds support from the university. Such an arrangement must be negotiated prior to submission of the grant and is subject to approval of the department Chair.

Under special arrangement with the chair, a reduced teaching commitment may be requested under circumstances involving other service assignments.

#### Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's [Appointments, Promotion, and Tenure Document](#). Over a three-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.

All faculty members are expected and encouraged to seek extramural funding in support of their ongoing research programs.

#### Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession and community. Typically this will include service on two committees within the department

and one outside of the department. 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 faculty meetings, recruitment activities, and other department events.

### **1 Special Assignments**

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

Reasonable efforts will be made to award SA opportunities to faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. The department's Chair Advisory Committee will evaluate all SA proposals and make recommendations to the chair. The chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

### **B. Teaching Faculty**

Teaching appointments in the Department of Anthropology exist for faculty members who focus principally on the education needs of the Department of Anthropology. Teaching faculty members are expected to contribute primarily to the department's education mission, as reflected by participation in undergraduate program development and teaching. Teaching faculty members are expected to contribute to the university's mission primarily via teaching and service. Service expectations are similar to those for the tenure-track, with the exception that service on committees is limited. Teaching faculty are eligible and encouraged to serve as members of the Diversity and Inclusion Committee, the Mentoring Committee, the Awards Committee, and the Speakers Committee. Teaching faculty are not permitted to serve on the Graduate Studies Committee, Promotion and Tenure Committee, Chair Advisory Committee, or the GTA Teaching Committee. Teaching faculty are encouraged to serve on the Undergraduate Studies Committee as an additional member beyond the required number of tenure-track faculty.

The standard teaching assignment for full-time teaching faculty members is seven courses per academic year. In addition, teaching faculty are encouraged to participate in curriculum development and may be asked to perform academic advising and assist with undergraduate recruitment at the discretion of the department chair. In cases where a teaching faculty member is performing substantial service, the course load may be reduced by the department chair in consultation with the chair's advisory committee.

### **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.

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.

The standard teaching assignment for full-time lecturers is eight courses per academic year.

## **D Parental Modification of Duties**

The Department of Anthropology 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 parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the [college pattern of administration](#) for details.

The faculty member requesting the modification of duties for childbirth/adoption 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.

## **X Course Offerings and Teaching Schedule**

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. 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.

Courses with enrollments that do not meet the recommended minima will normally be cancelled. Faculty members whose courses were canceled for reasons of low enrollment normally must make up that course or offer another course during the same academic year or in the following academic year. The department chair is responsible for determining whether a scheduled course is to be cancelled. Faculty may not cancel a course on their own.

## **XI Allocation of Department Resources**

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

The chair will discuss the department 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 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 sub-disciplines and productivity and grouping staff functions to maximize efficiency.

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

Normally travel funds will be allocated equitably amongst the tenure-track faculty. The amount available for faculty travel will be determined on an annual basis by the Chair.

## **XII. Leaves and Absences**

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources [Policies and Forms website](#). The information provided below supplements these policies.

### **A. Discretionary Absence**

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

### **B Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence form](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sickleave 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](#). The information provided below supplements these policies.

### **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.

Ohio Revised Code 3345.28 specifies that only tenured faculty members with at least seven years of service in a tenure track position at Ohio State are eligible for an FPL at this institution. Time served at another university; as an associated faculty member at Ohio State; and/or on unpaid leave does not count towards the seven year requirement.

The FPL program is intended to give faculty an uninterrupted time period to invest in professional development. An FPL entails the faculty member preparing a detailed proposal that specifically focuses on how the leave will enhance research skills and/or knowledge FPLs may be requested for one semester at full salary or two semesters at 2/3 salary.

The Chair Advisory Committee will review all requests for faculty professional leave and make a recommendation to the department chair based on the following criteria:

- The quality of the proposal (including its likelihood of successful completion during the leave period and the proposal's potential benefit to the department and the faculty member)
- The ability of the department to accommodate the leave at the time requested

Following rigorous review by the Chair Advisory Committee (or an ad hoc committee if significant conflicts of interest exist), the results of the review will be taken in advisement by the department Chair. If the department Chair approves the proposal, then the proposal will then be sent to the Dean, the

Office of Academic Affairs, and the Board of Trustees through the approval process. No more than 10% of the faculty can be granted an FPL or SA in any given academic year.

## **E Parental Leave**

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

## **XIII Supplemental Compensation and Paid External Consulting**

Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#). The information provided below supplements these policies.

This department adheres to these policies in every respect. In particular, this department expects faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the department chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is university policy that faculty may not spend more than one business day per week on supplemental-compensated activities and external consulting combined.

Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the Policy on Faculty Paid External Consulting 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.

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.

### Policy on Textbook Adoption for Faculty Authors

OAA also requires colleges and departments to determine a process for a faculty member to request permission to use a textbook or other material that is authored by that faculty member and the sale of which results in a royalty being paid to him or her.

In the Department of Anthropology, faculty members must request permission to use a textbook or other material that is authored by that faculty member and sale of which results in a royalty being paid to her or him. The request should be made in writing directly to the Chair, who will consult with the Chair Advisory Committee before making a decision.

## **XIV Financial Conflicts of Interest**

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



designing, conducting or reporting research.

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

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

## **XV Grievance Procedures**

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

### **A Salary Appeals**

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of Academic Affairs [Policies and Procedures Handbook](#)). The College of Arts and Sciences' specific procedures for salary appeals are set forth in its pattern of administration.

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 Misconduct**

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

### **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 Institutional Equity](#) 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 affirmative action, equal employment opportunity, and non-discrimination/harassment are set forth in university [Policy 1.10](#).
- 2 The Department of Anthropology is committed to providing a work and study environment that is free from sexual harassment. The university's policy and procedures related to sexual misconduct are set forth in OHR [Policy 1.15](#).

### **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](#).