

PATTERN OF ADMINISTRATION
FOR THE DEPARTMENT
OF EAST ASIAN LANGUAGES AND LITERATURES

Effective Summer 2013, Updated 2, May 2014

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1. INTRODUCTION

This document provides a brief description of the Department of East Asian Languages and Literatures as well as a description of its policies 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 of Arts and Sciences and the Office of Academic Affairs.

2. DEPARTMENT MISSION

The mission of the Department of East Asian Languages and Literatures is to advance and disseminate knowledge of East Asian languages, literatures, and cultures. The department comprises faculty members whose work ranges across several areas of inquiry; three geographical and cultural regions of East Asia, namely, China, Japan, and Korea; and various periods of history. The department is committed to maintaining and enhancing its national and international reputation in research, education, and professional service.

3. Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, <http://oaa.osu.edu/rightsandresponsibilities.html>.

4. FACULTY

4.1. *Membership*

The department faculty comprises all members of the department who are members of the university faculty and such others as the chair may from time to time designate, including associated faculty and faculty with courtesy appointments.

4.2. *Class of Faculty*

Faculty Rule 3335-5-19, <http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>, defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. Tenure-track faculty in the context of this department are persons with the titles of professor, associate professor, assistant professor, and instructor who serve on appointments totaling fifty per cent or more service to the university. Associated faculty, emeritus faculty, and tenure-track faculty joint appointees with FTEs below 50% in this department may be 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.

5. ORGANIZATION OF DEPARTMENT SERVICES & STAFF

The departmental services are conducted by staff members and are supervised by the department chair. The full-time staff members include a senior administrative associate, responsible for coordinating the staff and being a liaison between faculty and staff, a fiscal officer, and an administrative secretary. The staff may also include work-study students or other part-time personnel. The full-time staff keeps track of operational and special budgets of the department, keeps departmental files related to such matters as personnel practices, departmental governance, and fiscal transactions, keeps records of graduate student admission and progress toward their degrees, manages departmental supplies, and generally maintains the departmental office in an orderly operative state.

6. OVERVIEW OF DEPARTMENTAL ADMINISTRATION & 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.

7. DEPARTMENT ADMINISTRATION

7.1. CHAIR

The procedures for appointment and reappointment of chair and the term of chair are outlined in the Pattern of Administration of the College of Arts and Sciences, intranet.asc.ohio-state.edu/policies.

7.1.1. Responsibilities of the Chair

The primary responsibilities of the department chair are set forth in Faculty Rule 3335-3-35, <http://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html> 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, <http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html> also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to 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 the university and the department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by the department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend appointments, 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 Rule 3335-6 <http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion->

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[and-tenure.html](#), and this department's Appointments, Promotion and Tenure document.

- To encourage research and educational investigations by faculty and students and to promote excellence in undergraduate and graduate teaching.
- To see that all faculty members 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 benefit by such assistance.
- To convene and chair faculty meetings regularly, and to operate the business of the department with efficiency and dispatch.
- To maintain records of all actions covered by the pattern of administration.
- To prepare, in consultation with the tenured faculty, annual budget recommendations for the consideration of the dean of the college.
- To consult with department faculty and other involved members of the department on policy matters and to do so, to the extent practical, at a meeting of the departmental faculty on duty as a whole. These matters include but are not limited to budget preparations; initiation, review and selection of new faculty members for appointment; and the coordination and finalization of annual teaching assignments.

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.

The chair will consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. In particular, the tenure-track faculty shall deliberate and advise the chair on revisions to this Pattern of Administration and the DEALL APT Criteria and Procedures, revisions to existing major and minor degree programs, proposals for new degree programs, large and/or long-term discretionary budget allocations, and all personnel matters delegated to it under the APT Procedures. In those instances in which the chair feels compelled to depart from a decision of the majority of the faculty, s/he shall communicate the reasons for the departure at a meeting of the faculty, outlining the history and substance of the disagreement and the reasons for it. The chair's recommendation to the dean that contradicts the decision of the majority of the faculty must be accompanied by a report of the vote of the faculty.

7.2. Other faculty with Administrative Responsibilities

The chair, in consultation with the faculty, appoints faculty members to serve various administrative positions. Such appointments are normally for two years. Faculty members serving as Graduate Studies Director, Undergraduate Studies Director, and Language Program Director are given a one-course reduction in their teaching responsibilities during the year in which they serve in these capacities. All tenure-track faculty members are expected to share responsibilities directed by the appointed faculty administrators, who in turn are expected to seek advice from all involved members of the department.

7.2.1. Associate Chair

The primary responsibility of the associate chair is to assist the chair in ensuring the daily operation of the department, including attending meetings of chairs that are held on days when the chair is unavailable for reasonable causes. The associate chair does not have the decision-making authorities of the chair.

7.2.2. Graduate Studies Director

The primary responsibility of the Graduate Studies Director is to supervise all aspects of DEALL graduate programs. This includes admission of graduate students, advising graduate students toward completion of their degrees, functioning as a liaison between DEALL and the Graduate School, the Division of Arts and Humanities, in the College of Arts and Sciences. The Graduate Studies Director concurrently serves as chair of the departmental Graduate Studies Committee.

7.2.3. Undergraduate Studies Director

The Undergraduate Studies Director is responsible for coordination of undergraduate major and minor advising and management of major and minor curriculum. The Undergraduate Studies Director also represents DEALL as a member of the Undergraduate Committee of the Division of Arts and Humanities.

7.2.4. Language Program Director

The Language Program Director is responsible for working with all faculty (tenure-track and auxiliary), Graduate Teaching Associates, and A&P staff involved in the teaching of DEALL language courses. The Language Program Director assists the chair in the review of A&P staff and lecturers in their performances as language teachers in this department. S/he coordinates annual events held by the department to encourage language study and is the primary liaison between DEALL and the Foreign Language Center of the Division of Arts and Humanities.

7.2.5. Honors and Scholars Advisor

The Honors and Scholars Advisor is the primary liaison between the department and the respective offices for honors and scholars programs in the Division of Arts and

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Humanities and the university. Within the department, the Honors and Scholars Advisor provides guidance to students in these programs.

7.2.6. Publicity Coordinator

The primary responsibility of the Publicity Coordinator is to keep students, alumni, the profession, and the public informed of DEALL activities and to enhance DEALL's national standing among kindred departments. The specific responsibilities include coordinating the content contributions for the departmental web site, coordinating related social media, and coordinating the production and updating of brochures and other informational materials. The Publicity Coordinator is expected to work closely with the Webmaster of the Division of Arts and Humanities and Arts and Sciences Information Systems.

7.2.7. Special Administrative Assignments

The chair may assign tenure-track faculty members special administrative tasks on an ad hoc basis. Such tasks include DEALL relations with the Library, various outside donors and study-abroad or exchange programs, and other organizations. If and when such connections are formalized, informal procedures will be established to accommodate the need to assure effective communications until such time as the Pattern of Administration can be revised accordingly.

7.3. 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 the eligible faculty.

7.3.1. Committee of the Eligible Faculty

The committee of the eligible faculty advises the chair on tenure and promotion decisions following procedures outlined in the department's Appointments, Promotion, and Tenure Criteria and Procedures document. The eligible faculty also assists the chair with the annual review of all untenured faculty members in each year of their probationary service. The department chair may meet with the committee, but is not a voting member.

See the Appointments, Promotion, and Tenure Criteria and Procedures document for the composition of the committee of the eligible faculty and its responsibilities in relation to appointment, reappointment, promotion, and tenure.

7.3.2. Promotion and Tenure Committee

For each candidate going through a fourth-year review or a review for promotion and/or tenure, the chair appoints three members of the Promotion and Tenure Committee to serve on the Promotion and Tenure Committee. The major responsibilities of the

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committee are to oversee the preparation of the dossier by the candidate, to forward a recommendation about the case under review to the eligible faculty, and to be the liaison between the eligible faculty and the chair. The committee is also responsible for ensuring adequate peer review of the candidate's teaching and preparing a summary of the comments students provide in evaluation of courses taught by the candidate. The committee for promotion and tenure cases also assists the eligible faculty and the chair in identifying external reviewers of the candidate's scholarship. The committee makes a recommendation to the committee of the eligible faculty about the case under review and reports the deliberation and the voting of the latter to the department chair. The committee selects a chair among its members. Another member of the committee also serves as the Procedures Oversight Designee of the Promotion and Tenure Committee.

7.3.3. Annual Review Committee

The Annual Review Committee of two or three tenured faculty members is formed by chair's appointment for each probationary faculty member who is not going through a fourth-year review or a review for promotion and tenure in the given year. The Annual Review Committee facilitates the review process by providing guidance to the probationary faculty throughout the year, ensuring adequate peer evaluation of the candidate's teaching, discussing the candidate's accomplishments and directions toward the end of the review year, and summarizing the comments students write in their evaluation of courses taught by the candidate. In consultation with the Promotion and Tenure Committee, the Annual review Committee makes a recommendation to the chair on the renewal of appointment of the candidate.

7.3.4. Graduate Studies Committee

Graduate Studies Committee consists of all DEALL faculty members who have the M or P status and is chaired by the Graduate Studies Director.

The Graduate Studies Committee is responsible for making decisions on graduate admissions, review of graduate student progress, maintenance of regular communication between the department and graduate students, and regular review of the needs and performance of the graduate program. The committee also recommends to the chair those graduate students it deems qualified for appointment as Graduate Assistants and candidates for university fellowships and other support from the Graduate School. Two Graduate Studies Committee members assist the Graduate Studies Director in reviewing applications and preparing materials for review by members of the Graduate Studies Committee in the fields relevant to each application.

The Graduate Studies Committee does not as a whole undertake every task related to the graduate program but it resolves on the means for doing so and makes recommendations to the chair.

7.3.5. Awards Nomination Committee

Awards Nomination Committee consists of two or three tenured DEALL faculty members. The committee is responsible for coordinating departmental efforts to recognize the works of the departments' faculty and staff through nomination to awards at the department, college, and university levels.

8. FACULTY MEETINGS

All tenure-track faculty members are expected to attend the department's faculty meetings. Associated faculty with 50% FTE or higher are encouraged to attend the faculty meeting. In addition, one representative of graduate students is invited to attend. Only tenure-track faculty members are eligible to vote.

The chair will provide to all tenure-track and associated faculty and the graduate student representative a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per academic term 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 may also be scheduled on written request of 25% of the department tenure-track faculty. The chair will make reasonable efforts to have the meeting take place within five business days of receipt of the request.

The chair will distribute minutes of faculty meetings to faculty by e-mail—within five working days of the meeting if possible and no later than one day prior to the next faculty meeting. 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 guidelines pertain to voting on personnel matters; 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 forty percent (40%) eligible faculty on duty in the department.

It is the chair's responsibility to ensure at faculty meetings that the majority rule and that the minority be heard. Robert's Rules of Order will be invoked when formality is needed to serve these goals. Voting on motions shall normally be by voice; when there is doubt, voting shall be by show of hands. On non-personnel issues, balloting may be conducted by mail or e-mail when necessary to assure maximum participation in voting.

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.

9. DISTRIBUTION OF FACULTY DUTIES & RESPONSIBILITIES

The university's policy with respect to faculty duties and responsibilities is set forth in the Office of Academic Affairs *Policies and Procedures Handbook*, Volume 1, Chapter 2, Section 1.4.1, <http://oaa.osu.edu/policiesprocedureshandbook.html>. The information provided below supplements these policies.

In support of the mission of the department, stated in Section 2 above, and to fulfill its commitment, all members of the department are expected to engage in the interrelated and complementary activities of research, teaching, and service. The department assumes that each of its members is productive in each area, although more focus may be on one than on another at different times. Above all, each individual's workload is designed to promote the department's productivity in teaching and research. Within each cultural area—Chinese, Korean or Japanese, faculty specializations cover a wide range of literary, linguistic, and pedagogical concerns and historical periods. The department is committed to ensuring that all its graduate students, regardless of specialization, are trained in the best practices of teaching.

In evaluating faculty performance in teaching, research, and service, due attention will be given to balancing heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another. Likewise, faculty members who work in more than one discipline may not contribute equally to all of them during a given interval. No presumption should be made about the relative importance or merit of teaching as compared with research and creative activity; the quality of both should be assessed independently in terms of the criteria set forth below.

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 Faculty Conflict of Commitment policy (<http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>).

9.1. Teaching Activities

The university's policy with respect to faculty teaching load is set forth in the Office of Academic Affairs *Policies and Procedures Handbook*, Volume 1, Chapter 2, Section 1.4.2, <http://oaa.osu.edu/policiesprocedureshandbook.html>. The information provided below supplements these policies.

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The standard teaching assignment for full-time faculty members at the rank of Professor, Associate Professor, and Assistant Professor is four (4) courses per year; for joint appointments, the number is prorated based on the FTE of the appointment. The number of courses taught by the chair is determined in consultation with the dean. Normally, the chair teaches two courses annually.

The minimal number of formal courses is two per academic year, as might be the case, for example, with respect to the chair; and the maximal number is eight, as might be the case, for example, with respect to lecturers who have no committee work or responsibility for graduate students. Formal course loads also depend, in part, on enrollment and the level of instruction.

The standard teaching assignment for full-time lecturers on a two-semester appointment is eight (8) courses per year, four (4) per semester.

Aside from binding contractual arrangements, individual teaching loads are negotiable rather than permanent. Besides assuring equity with respect to the distribution of the department's total work, teaching loads are designed to promote its central missions of teaching and research and to enhance its ability to recruit and retain an accomplished and productive faculty.

The chair of the department annually arranges teaching assignments in consultation with members of the faculty so they may make the most positive contribution possible to the department's mission and overall work load. Formal course assignments may be reduced in negotiated contract arrangements and in cases where faculty members have particularly demanding service obligations (major national or international professional offices, for example, or the departmental assignments that are detailed in section 5.1.2 above). The dean must approve all teaching reductions that involve course credit. See also Section 6.

It must be recognized that in this department some faculty members are primarily engaged in language instruction, others in the teaching of literature, linguistics, or aspects of East Asian cultures; furthermore, there are faculty members who teach in two or more of these fields. The nature of teaching and particularly of research and service will therefore vary. Care, reasonable flexibility, and attention to the standards and conventions of these disciplines or sub-disciplines must be exercised in evaluating candidates with varied commitments and responsibilities.

All faculty members on duty are expected to engage actively in teaching and promoting excellence in teaching. In judging teaching, general considerations such as the following are taken into account: the candidate's command of the subject; the ability to stimulate students' interest and curiosity; a demonstrated interest in students; and the ability to organize material in a way that is comprehensible to students at the appropriate level. Faculty members are expected to communicate clearly in the course syllabi they develop the course objectives, expected outcome, and assessment procedures and criteria.

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All faculty members of appropriate Graduate Faculty status assume the direction of doctoral dissertations, take part in dissertation committees as readers/examiners, and serve as academic advisers to M.A. and Ph.D. students. All tenure-track faculty members of the department advise undergraduate students. They are expected to provide peer and graduate student mentoring and the supervision of teaching associates. Instruction related to study-abroad activities, and implementation of outreach instruction, especially through electronic media, will also be taken into consideration. Special independent study, at both the undergraduate and graduate levels, may be offered by any member of the faculty of 50% FTE or higher upon student request.

9.2. Scholarly Activities

Sustained scholarly achievement and productivity as defined in the departmental Appointments, Promotion, and Tenure Criteria and Procedures document, <http://oaa.osu.edu/governance.html>, are essential criteria for the retention and advancement of faculty. The department expects its tenure-track faculty members to engage in research continuously, to present their findings regularly to their professional peers, and to integrate their research into their teaching. Evidence of scholarly research typically includes substantial books published by major presses, textbooks, translation, works of synthesis, edited volumes, scholarly papers, review articles, chapters in books, peer-reviewed research articles, in leading professional journals. Scholarly publication and other scholarly activities occur in diverse media, including, for example, a bound, printed form, stand-alone electronic media such as a CD-ROM or a DVD, or on the Internet. Regardless of the medium, the same standard, i.e., clearly demonstrated excellence, applies.

The department expects its tenure-track faculty members to spend approximately 40% of their effort toward scholarship.

9.3. Service Activities

Every member of the department serves the university through participating in its corporate governance and renders service to the profession and/or the community as well. "Good citizenship" is valued in the department. Being a good citizen means, in part, serving as a member or chair of its various committees, each of which helps coordinate, support, and evaluate the work of the department in teaching and research. Each member of the faculty normally fulfills at least two assignments during each academic year by serving on a standing committee, at the department, college or the university level. Other service activities include developing new courses or curricula; directing programs; work as an academic advisor to student groups or in some other extracurricular capacity helping students in areas that are related to the interests of the department or the profession. Help with peer review of instructional activities is also expected of faculty members. All members of the department are expected to accept appointments in relevant area studies centers, college and university committees, and faculty-governance bodies, with the approval of the chair. Similarly, service to the profession as editors of journals,

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as members of editorial or consultative boards, as officers of learned societies, or as center directors is encouraged. Service to the community should be relevant to the interest of the department and/or the profession. It should be recognized that the university is becoming increasingly community-oriented, and, since members of the faculty are called on more and more to make significant contributions to furthering such community relations by promoting the interest of the department, appropriate recognition should be given.

The above policy on faculty duties and responsibilities does not constitute a contractual obligation. Fluctuations in demands and resources in the department and the individual circumstances of faculty members may warrant temporary deviations from the policy.

9.4. Special Assignments

Information on special assignments is presented in Volume 2 of the Office of Academic Affairs *Policies and Procedures Handbook*, <http://oaa.osu.edu/policiesprocedureshandbook.html>. The information provided below supplements these policies.

SAs are normally one semester in length and are designed to provide a faculty member time away from classroom teaching and some other responsibilities in order to concentrate effort on research. SAs relieve faculty of teaching responsibilities; accommodations in regard to service responsibilities are made to the extent possible. SAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a semester in duration but more than a week or two provided classroom teaching is not disrupted.

Untenured faculty will normally be provided an SA during their probationary period. Reasonable efforts will be made to provide SA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department, and the need to assure that sufficient faculty are always present to carry out department work.

Faculty members who desire an SA should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the SA is appropriate. The chair will normally announce decisions regarding SAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility. The number of awards will vary annually, depending on programmatic needs, the quality of the proposals, and specifications from the college.

10. Teaching of Modern East Asian Languages

The department has deliberately designed its language curricula on the basis of certain principles including awareness of the cultural context that informs native behavior, and the building of literacy on a secure foundation of internalized oral/aural skills.¹ These principles entail a set of practices that faculty teaching language are expected to follow, such as distinguishing clearly between class sessions where the target language is to be used exclusively and those in which English may be the medium of instruction, providing frequent and appropriate feedback on student performance, and using appropriate materials. The department expects consistency of quality of instruction across languages and multi-section courses, grading that reflects student performance, and professional cooperation in peer critiquing of teaching.

11. Assessment of Instruction

Instructional efficacy is advanced in the department by constant dialogue and review among faculty, both senior and junior, and Graduate Teaching Associates. The dialogue is conducted both formally and informally, and evaluation of instructional activities is facilitated by certain procedures. GTAs are evaluated by faculty supervising their work. Instruction by both GTAs and faculty is evaluated by students. In addition, annual reviews of faculty assess work in undergraduate and graduate advising, new course proposals, course materials, the coordination of teaching teams (including GTAs), and in-class teaching itself. Faculty peer review of teaching aims for an informed assessment that recognizes and encourages efforts to improve instruction. The review includes comments on the course's goals, syllabus, and teaching materials. Reviewers ascertain what the observed class hour will focus on and how these activities fit into the syllabus as a whole. A response by the faculty member reviewed can be appended to a reviewer's comments and filed together. Effective observation and comments depend on such preparatory and follow-up steps. GTAs who work under the faculty member reviewed are also asked to comment on the supervision and guidance they have received.

12. COURSE OFFERINGS & TEACHING SCHEDULES

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 most likely to meet student needs. To assure classroom availability reasonable efforts must be

¹ These concepts are enunciated in such publications as J. Marshall Unger, Mari Noda, Fred Lorish, and Yasuko Wada, *A Framework for Introductory Japanese Language Curricula in American High Schools and Colleges* (Washington, D.C.: National Foreign Language Center, 1993) and Galal Walker and Scott McGinnis, *Learning Less Commonly Taught Languages: An Agreement on the Bases for the Training of Teachers* (Columbus: OSU Foreign Language Publications, 1995).

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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 <http://trustees.osu.edu/rules/university-rules/chapter-3335-8-instruction.html> , 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.

13. 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.

14. LEAVES & ABSENCES

The university's policies with respect to leaves and absences are set forth in the Office of Academic Affairs *Policies and Procedures Handbook*, <http://oaa.osu.edu/policiesprocedureshandbook.html> and Office of Human Resources *Policies* website <http://hr.osu.edu/policy/>. The information provided below supplements these policies.

14.1. Discretionary Absence

Faculty are expected to complete an Application for Leave (eleave.osu.edu) well in advance of a planned absence (e.g. as for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an

occurrence is most likely when the number of absences in a particular semester is substantial. *Faculty Rules* require that the Office of Academic Affairs approve any discretionary absence of ten or more consecutive days.

14.2. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). See OHR Policy 6.27 for details: <http://hr.osu.edu/policy/>.

14.3. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in the Office of Academic Affairs *Policies and Procedures Handbook*, <http://oaa.osu.edu/policiesprocedureshandbook.html>. The information provided below supplements these policies.

A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the dean, Office of Academic Affairs, and Board of Trustees.

14.4. Faculty Professional Leave

<http://oaa.osu.edu/policiesprocedureshandbook.html>

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a special assignment and may be one or two or semesters in length for 9-month faculty and one, two, or three, terms in length for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio legislature and university Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave.

Faculty members who desire an FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit

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FPL proposals for a particular year no later than the end of Autumn Semester of the preceding year, except when the development of an unexpected opportunity precludes such timing.

The chair will form a committee of two or more eligible faculty members to review all requests for FPL and Special Assignment in a given year. The committee makes the recommendation to the chair on the basis of the following criteria: quality of the proposal and its potential benefit to the department and to the faculty member; feasibility of the proposed activities, including the readiness of the faculty and funding to support the proposed activities; and the ability of the department to accommodate the leave at the time requested. The chair makes the recommendation to the dean, based on the recommendation of the review committee.

15. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

The university's policies with respect to supplemental compensation and paid external consulting are set forth in the Office of Academic Affairs *Policies and Procedures Handbook*, <http://oaa.osu.edu/policiesprocedureshandbook.html>. The information provided below supplements these policies.

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

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

16. FINANCIAL CONFLICTS OF INTEREST

The university's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs *Policies and Procedures Handbook* at <http://oaa.osu.edu/policiesprocedureshandbook.html>. 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 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.

17. 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.

17.1. Salary Grievances

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

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal. See Section Eight of the College of Arts and Sciences Pattern of Administration, <https://intranet.asc.ohio-state.edu/policies>, as well as Office of Academic Affairs' *Policies and Procedures Handbook* <http://oaa.osu.edu/policiesprocedureshandbook.html>.

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

17.2. Faculty Misconduct

Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in *Faculty Rule* 3335-5-04, <http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>.

17.3. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in *Faculty Rule* 3335-5-05, <http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>.

17.4. Sexual Harassment

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, <http://hr.osu.edu/policy/>.

17.5. Student complaints

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, the chair will first ascertain whether the students require confidentiality or not. 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.

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. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct, <http://oaa.osu.edu/coam.html> and http://senate.osu.edu/?page_id=183.

The Code of Student Conduct is *Faculty Rule 3335-23*, <http://trustees.osu.edu/rules/code-of-student-conduct/>.