

Pattern of Administration

Department of Near Eastern Languages and Cultures

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Pattern of Administration

Department of Near Eastern Languages and Cultures

I Introduction

This document provides a brief description of the Department of Near Eastern Languages and Cultures 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

NELC's mission may be described as follows:

Through teaching and research the Department of Near Eastern Languages and Cultures (NELC) promotes knowledge and understanding about the peoples of the Near East. The focus is on their languages and their cultures, including such topics as religions and scriptures, literary and scientific works, and law and society. The Near East is construed broadly and inclusively as the domain in which Afroasiatic, Iranian, Turkic, and Indo-Aryan languages have been used generally. In ordinary terms this means northern Africa, the Middle East, and South and Central Asia. The chronological scope of the department's interests run from prehistory to the present, bridging periods characterized today as ancient, medieval, and modern. The NELC department uses the opportunities presented by the available materials to study changing cultural traditions over long histories.

The methods of our study are diverse, including the broad range of approaches based in the humanities and social sciences, but the department is united by the principle that individuals, societies, and their products are understood best through the media of their own languages and that profound analysis of their cultures requires expertise in the language of the source material in any investigation.

The department offers Bachelors of Arts degrees and degree minors in Arabic, Hebrew, and Islamic Studies, and degree minors in Arabic, Hebrew, Persian, Turkish, and South Asian Studies. The NELC department maintains a graduate program offering Masters degrees and PhDs in Near Eastern Languages and Cultures. Undergraduate and graduate students are encouraged to develop the ability to approach the Near East through multiple methods and disciplines and to attain the highest competency possible in the language or languages pursued in each case.

III 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>.

IV Faculty

Faculty Rule 3335-5-19 (<https://trustees.osu.edu/bylaws-and-rules/faculty-rules>) 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 include tenure-track and tenured faculty, with compensated FTEs of at least 50% in the department.

The voting faculty of the department consists of (a) tenure-track and tenured faculty whose tenure home is in the department, (b) tenure-track and tenured faculty with joint appointments that are at least 50% within the department, but whose tenure home is elsewhere, (c) faculty who have been granted voting rights in a memorandum of understanding approved by the department faculty, (d) one lecturer elected by the lecturers in the department as their representative to the faculty, and (e) one graduate student elected by the graduate students as their representative. Voting on promotion and tenure cases, however, is restricted to eligible faculty members whose tenure home (TIU) is Near Eastern Languages and Cultures.

Detailed information about the appointment criteria and procedures for the types of faculty appointments made in this department is provided in the Appointments, Promotion and Tenure Document of this department (see <http://oaa.osu.edu/appointments-reappointments-promotion-and-tenure>).

V Organization of Department Services and Staff

At the time of reaffirmation of this document, departmental staff includes the following.

Fiscal & Human Resources Team. The Fiscal/HR team manages the departmental budget and finances, including reimbursements, ensuring compliance with University policy; manages visa services at the department level; provides clerical and organizational support for hiring and contracts in line with University and College requirements; maintains orderly personnel files for departmental faculty and staff; and oversees all departmental concerns delegated by the College fiscal and HR operations.

Academic Program Coordinator (APC). The Academic Program Coordinator provides clerical and organizational support to the chair, committees, faculty, and graduate students. The APC is responsible for overseeing the daily administrative operations of the department, including hiring, assigning, training, scheduling, and supervising student employees and ensuring appropriate coverage for front office reception area; planning, coordinating, and implementing program and administrative support for the Department of Near Eastern Languages and Cultures; collaborating with other departments to work on projects and improve efficiency in the department's operations; representing the department and serving as a liaison to College and University offices; responding independently to inquiries from students, faculty and the public; providing administrative support to the department's chair, faculty, administrative staff and graduate associates/students and undergraduates; coordinating graduate admissions for the department; preparing recruitment materials; coordinating course scheduling for the department,

including being responsible for locating rooms for events, speakers, reviews and exams upon request; communicating with undergraduate majors and minors as requested; providing enrollment statistics and reports regarding department course schedule; participating in special projects as directed; and providing back-up coverage for other departmental Academic Coordinators in Hagerty Hall for specified clerical tasks. The position contributes labor for all tasks (both recurring and ad hoc) not otherwise explicitly assigned to fiscal/HR or undergraduate advising staff.

The Undergraduate Student Advisor is a primary liaison between the department and undergraduate students. The functions of this staff person include providing clear guidance to students regarding their degree programs in the department and alerting the chair, the APC, and relevant faculty about any curricular or other issues affecting students requiring attention, particularly with respect to students' progress towards their NELC degrees.

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. The chair makes every effort to consult the faculty on matters to be decided.

VII Department Administration

A Chair

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35, <https://trustees.osu.edu/bylaws-and-rules/faculty-rules>. 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, <https://trustees.osu.edu/bylaws-and-rules/faculty-rules>, 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 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 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 (<https://trustees.osu.edu/bylaws-and-rules/faculty-rules>) 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.

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.

All recommendations about programmatic or curricular changes are subject to faculty approval and may not be forwarded to higher levels of the university administration for action until after the faculty have been consulted about them. If the chair dissents from the faculty view, a copy of the dissenting report is made available to the faculty and an opportunity for faculty comment is provided, before the report is forwarded to the College or University.

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

Faculty service in the department includes fulfilling specific roles that are either fixed or determined on an ad hoc basis at the chair's discretion. Normally committee chairs and officers are appointed for a term of two years, but this will necessarily vary at the chair's discretion as faculty members obtain leave for research or for other reasons. Among the standing roles are the following.

1. **General Procedures Oversight Designee (POD).** The POD is a tenured professor other than the department chair appointed by faculty vote annually. The function of the POD is to ensure that

the procedures of the department, College, and University are observed correctly and fairly within the department.

2. **Director of Graduate Studies (DGS).** The DGS supervises the MA and PhD students and their progress in consultation with students' academic advisors. The primary responsibilities of the DGS are:
 - a. To chair the Graduate Committee.
 - b. To coordinate graduate student advising and to facilitate the appropriate assignment of students to advisors.
 - c. To oversee all record-keeping concerning graduate students in NELC. This includes providing the department's Academic Program Coordinator with copies of records and transmitting these records to any successor DGS in an orderly fashion.
 - d. To ensure that the examinations of graduate students are coordinated in a timely fashion by their advisors.
 - e. To make applications for admission to the NELC graduate program available to the departmental faculty in order to obtain their advice on admissions for the Graduate Studies Committee.
 - f. To ensure that NELC meets the University's and the College's requirements for graduate program assessment.
 - g. To collaborate with the other members of the Graduate Studies Committee in fulfilling its responsibilities.

3. **Director of Undergraduate Studies (DUS).** The DUS supervises the NELC curricula for undergraduates. The primary responsibilities of the DUS are:
 - a. To convene a meeting with any number of the Area Officers, or of all of them together as the full Undergraduate Committee, whenever general consultation or significant changes to the undergraduate curricula are required.
 - b. To plan and implement events for undergraduates in any NELC program in order to foster a community of NELC students.
 - c. To study the undergraduate curricular offerings to ensure consistency, coherence, and in general a high quality of articulated and cumulative course offerings.
 - d. To serve as the liaison representing the NELC undergraduate curriculum at the level of the College or the university or to other entities.
 - e. To lead and organize ongoing efforts to assess the undergraduate curriculum and to ensure that NELC meets the University's and the College's requirements for undergraduate program assessment.

4. **Area Officers.** The NELC department offers several undergraduate degree majors and minors requiring concerted attention and maintenance by the faculty. Area officers supervise these degree programs in collaboration with other faculty whose area of expertise is related and in collaboration with the APC and the DUS. At the time of this iteration of the POA, the areas of the curriculum requiring officers are the three degree majors, Arabic, Hebrew & Jewish Studies, and Islamic Studies, and the eight minors, Arabic, Hebrew, Jewish Studies, Jewish Oral History, Islamic Studies, Persian, South Asia Studies, and Turkish & Central Asia Studies.

Area officers have the following responsibilities:

- a. To advise students, including honors students, enrolled in the degree majors and minors that they supervise.
- b. To approve and assess transfer credit.
- c. To plan or prepare placement exams as necessary.
- d. To ensure, in consultation with the chair, that adequate courses are offered to enable students to fulfill their NELC major or minor in time for graduation.
- e. To inform the Department Chair of changes in staffing needs or curricular problems.
- f. To answer questions and respond to requests for information regarding their respective majors and minors.
- g. To make efforts to increase enrollment in and to enhance the quality of the programs that they oversee.

At the discretion of the department chair, an Associate Area Officer may be appointed for larger curricula requiring a correspondingly greater degree of management. The division of service between Area Officer and Associate Area Officer is determined by prearranged agreement.

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.

1. **Chair's Advisory Committee (CAC).** A committee will be convened annually by the chair to assist and to advise in matters of merit increases in salary. The committee shall act only in a deliberative and advisory capacity. The Chair's Advisory Committee will consist of the Director of Graduate Studies, the Director of Undergraduate Studies, and the Faculty Elected Representative, who will also serve as the Procedures Oversight Designee. The Chair's Advisory Committee has the following functions:
 - a. With respect to salary increases reflecting merit, the Chair's Advisory Committee, after due deliberation and consultation, will present a ranking of the tenure-track faculty as recommendations for salary increases as are deemed commensurate with each member's meritorious achievement and performance, following the procedures set forth in "Policy Statement on Faculty Salary Increases."
 - b. The Chair's Advisory Committee will meet with new tenure-track faculty members early in the semester of their arrival to apprise them of the substance and spirit of NELC's "Appointments, Promotion and Tenure Document: Criteria and Procedures for the Department of Near Eastern Languages and Cultures," and to offer suggestions and answer questions as they arise.
 - c. The Chair's Advisory Committee will serve as a consultative body for items whose importance does not rise to the level of the faculty as a whole.
 - d. The Chair's Advisory Committee will function as a Course and Scheduling Committee with the Department Chair serving as the chair of this committee.
2. **Committee of Eligible Faculty.** The composition, duties, and procedures of this committee are described in the department's Appointment, Promotion and Tenure Document. Procedures governing faculty with joint appointments are described in memoranda of

understanding signed at the time of appointment or reappointment, and in the Office of Academic Affairs Policies and Procedures Handbook (<https://oaa.osu.edu/policies-and-procedures-handbook>).

3. **Graduate Studies Committee.** The Committee consists of three faculty members including the DGS. The DGS is the Chair of the Graduate Studies Committee. All three are appointed by the chair of the department on an annual basis. The Graduate Studies Committee has the following functions:
 - a. To ensure the existence of a graduate student handbook updated annually and approved by the department chair.
 - b. To administer graduate admissions and to oversee the progress toward degree of enrolled students in accordance with the rules specified in the Graduate School Handbook.
 - c. To act as the liaison between the Graduate School and the graduate faculty members in NELC.
 - d. To receive and evaluate academic petitions of graduate students seeking adjustments to the standard requirements for their degree programs.
 - e. To confer with the Graduate Studies Committee to make sure that all graduate courses required for graduation, or appropriate substitutes as identified, are scheduled to be taught in an appropriate cycle.
 - f. To decide questions pertinent to the administration of the NELC graduate program wherever ambiguities or disagreement in interpretation of the program arise, either on a case-by-case basis or proposing further definition of the graduate program, to be determined by vote in the general Faculty Meeting.

4. **Undergraduate Studies Committee.** The Committee consists of the Area Officers and is chaired by the DUS, all of whom are appointed annually. This committee will meet at least once per year to discuss the state of the undergraduate curricula. The DUS may otherwise poll the Undergraduate Studies Committee by e-mail on issues requiring advice, adjudication, or a vote. Votes of the Undergraduate Studies Committee are decided by a simple majority. The Undergraduate Studies Committee has the following functions:
 - a. To ensure the consistent quality of all sections of the undergraduate curricula in NELC, including any courses that do not fall clearly under the rubric of a specific major or minor.
 - b. To coordinate the department's general education and honors offerings.
 - c. To approve syllabi for proposed courses.
 - d. To recommend and implement changes to the curriculum where necessary for their maintenance.
 - e. To receive and evaluate academic petitions of students seeking adjustments to the standard requirements for their degree programs.
 - f. To ensure that NELC meets the College and University requirements for program assessment.
 - g. To nominate qualified undergraduate students for appropriate awards and fellowships.

5. **Ad hoc Committees.** Ad hoc committees are appointed by the chair when needed to carry out the teaching, research and service missions of the department. Among these are Faculty Search Committees, the composition and duties of which are discussed in the department's Appointments, Promotion, and Tenure Document.

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 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 fourteen 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.

The Faculty Meeting shall consist of the chair of NELC, who shall also chair the meeting, all faculty members on tenure-track appointments, the representative of the lecturers, and the representative of the graduate students. Each person in attendance shall be permitted to vote on matters of departmental policy, but only eligible faculty members will vote on personnel matters. The lecturer and graduate student representative may be requested to leave a meeting if lecturers or graduate students are being discussed.

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 who are not on approved leave away from campus.

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. At the discretion of the chair and when a vote is required before the next faculty meeting, balloting may 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 be achieved only 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, <https://oaa.osu.edu/policies-and-procedures-handbook>).

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 members should schedule one office hour per week per course taught, at a minimum; when on-duty but not teaching, faculty must be available to meet students when necessary. On-duty faculty members should not be away from campus for extended periods of days unless on an approved leave (see section XII) or on approved travel.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department chair.

A Tenure-track and Tenured Faculty

Tenure-track and tenured faculty members are expected to contribute to the university's mission through 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, but there is no substitute for sustained research and publication of the results of research.

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 (<https://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>).

Teaching

All tenure-track and tenured faculty members are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curricula. The standard teaching assignment for full-time tenure-track and tenured faculty members is four courses per academic year. Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work.

In unusual circumstances, 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, or other factors that may affect the preparation time involved in teaching the course. 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.

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

Assistant professors in the first four years of the tenure track are normally provided with a teaching reduction of one course per year. This teaching reduction ends after the fourth year. The purpose of the teaching reduction is to facilitate the publication of research in preparation for evaluation for tenure and promotion.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's Appointments, Promotion, and Tenure Document (<http://oaa.osu.edu/appointments-reappointments-promotion-and-tenure>). 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 journal articles. Faculty members are encouraged to apply for grants from within or outside the University in order to facilitate their research as appropriate to their projects.

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 committees within the department and occasionally 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 not on approved leave are expected to attend and participate in faculty meetings, recruitment activities, and other department events.

All faculty members are expected to take initiative to carry out their service assignments.

i. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy (<https://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). The information provided below supplements these policies.

Untenured, tenure-track faculty will normally be provided an SA for research for one semester, during their probationary period. Reasonable efforts will be made to award SA opportunities to all other 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 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. Preference will be given to faculty below the level of professor and will take into account the necessity for assisting a faculty member's progress toward promotion.

B Associated, emeritus and graduate faculty from other units

This category includes associated faculty (visiting tenured/tenure-track faculty, lecturers, and senior lecturers), emeriti NELC professors, and NELC graduate faculty members who are in other departments.

The Graduate Studies Committee may invite faculty from other TIUs to be members of the graduate faculty. They may also invite emeriti to be members of the graduate faculty for a fixed term of no more than 5 years. Upon petition of the graduate school, they may also invite associated faculty to participate in master's and doctoral level examination committees.

Compensated associated faculty members are expected to contribute to the university's mission through teaching or research depending on the terms of their individual appointments. Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

C Lecturers and Senior Lecturers

Lecturers are associated faculty members who contribute to the departmental mission through instruction in courses, mentoring students, and curricular supervision such as coordination of related courses.

The standard teaching assignment for full-time lecturers is four courses per academic semester, with variations in assignments caused by fluctuations in enrollment. Lecturers may be charged in addition with coordination of curricula such as language programs or with other assignments related to departmental instruction. Normally this is stipulated in the terms of hire.

Lecturers will be eligible to promotion to Senior Lecturer if they have a PhD or three years of service to the department and a significant record of service to the department.

D Parental Modification of Duties

The Department of Near Eastern Languages and Cultures 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 guidelines of the College of Arts and Sciences 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 at (<http://oaa.osu.edu/appointments-reappointments-promotion-and-tenure>) 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 (<https://trustees.osu.edu/bylaws-and-rules/faculty-rules>) 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. Courses enrolling fewer may be offered at the chair's discretion if sufficient resources and programmatic justifications exist. 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.

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 subdisciplines and productivity and grouping staff functions to maximize efficiency.

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

When possible, the chair will make limited funds available for travel to and attendance at conferences at which faculty members are giving presentations. Faculty members should also seek outside sources of funding for conference attendance wherever it is available.

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 (<https://oaa.osu.edu/policies-and-procedures-handbook>) and Office of Human Resources Policies and Forms website, <https://hr.osu.edu/policies-forms>. The information provided below supplements these policies.

A Discretionary Absence

Faculty are expected to complete a travel request or an Application for Leave 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) and must be requested at <https://eleave.osu.edu/>.

B 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). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27, <https://hr.osu.edu/wp-content/uploads/policy627.pdf>.

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, <https://hr.osu.edu/wp-content/uploads/policy645.pdf>. Unpaid leave of absence is normally granted only in special circumstances.

D Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves (<https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>).

The Chair's Advisory Committee will evaluate all FPL proposals and make recommendations to the chair. The department chair will review all requests for faculty professional leave and make a recommendation to the dean based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.

XIII Supplemental Compensation and Paid External Consulting

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (<https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting (<https://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>). 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 supplementally 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.

Should a department faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him or her, such textbook or material may be required for a course by the faculty member only if (1) the department chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

XIV Financial Conflicts of Interest

Information on faculty financial conflicts of interest is presented in the university's Policy on Faculty Financial Conflict of Interest (<https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Financial-Conflict-of-Interest.pdf>). 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. Procedures for the review of specific types of complaints and grievances are described below.

A Salary Grievances

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

Faculty members who 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 (the Office of Academic Affairs Policies and Procedures Handbook, <https://oaa.osu.edu/policies-and-procedures-handbook>).

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Employee and Labor Relations in the Office of Human Resources (<https://hr.osu.edu/services/elr>).

B Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <https://trustees.osu.edu/bylaws-and-rules/faculty-rules>.

C Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <https://trustees.osu.edu/bylaws-and-rules/faculty-rules>.

D Sexual Misconduct

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, <https://hr.osu.edu/wp-content/uploads/policy115.pdf>.

E 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 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.

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 (see <https://oaa.osu.edu/academic-integrity-and-misconduct> and <http://senate.osu.edu/committees/academic-misconduct>).

F Code of Student Conduct

In accordance with the Code of Student Conduct (<https://trustees.osu.edu/sites/default/files/migrated/assets/files/RuleBook/CodeStudentConduct.pdf>), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.