

Pattern of Administration for The Ohio State University Department of Speech and Hearing Science

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I. INTRODUCTION

This document provides a description of the Department of Speech and Hearing Science 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 university rules, policies and procedures, and changes in them, as well as published guidelines from the Office of Academic Affairs, supersede the department's Pattern of Administration when they are in conflict. Information concerning the appointment and review of faculty members can be found in the document *Appointments, Promotion and Tenure Document: Criteria and Procedures*.

This pattern of administration must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. In keeping with Faculty Rule [3335-3-35\(C\)\(2\)](#), within the first year of their appointment or reappointment, the department chair shall review the Pattern of Administration in consultation with the faculty. Any revisions shall be made with broad faculty input, obtained in a manner consistent with the department's established practices and procedures. The department chair will create an initial draft of the revised document. Any sections with significant revisions will be sent out to relevant committees or faculty groups to solicit feedback. A draft of the entire document will be submitted to all faculty prior to a department meeting. Suggested revisions/edits will be requested prior to and during the meeting. A faculty vote will be taken to advance the document forward to the college for review. At other times, revisions may be proposed by the department chair or recommended to the chair by unit committees or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic reaffirmation, are subject to approval by the College of Arts and Sciences and the Office of Academic Affairs.

II. MISSION STATEMENT

The mission of the OSU Department of Speech and Hearing Science is to serve and advocate for persons across the spectrum of communication needs by discovering new knowledge about speech, language, and hearing, educating diverse groups of leaders in communication sciences, speech-language pathology, and audiology, and expanding accessibility to communication services for people of all backgrounds.

The department's vision is to be leaders in research, teaching, and outreach for the creation of a diverse, creative and altruistic community of scholars and clinicians that is positioned to effectively serve all people with needs related to speech, language, hearing, balance, and swallowing.

The work of the department encompasses the research, education and clinical service activities required in scholarly pursuits in the areas of speech-language pathology, audiology, speech science, language science, and hearing science. The department maintains an undergraduate major, an undergraduate minor, a PhD program, a Master of Arts in Speech and Hearing Science, and two professional graduate programs: an MA program in speech-language pathology (MA-SLP) and a Doctor of Audiology (AuD) program. The faculty of the department consists of individuals whose research, clinical, and instructional interests and expertise maintain an appropriate balance across the areas of the discipline. The department seeks continuous improvement in all areas of research, instruction, and service to the university and to our discipline.

The department embraces and seeks to implement the university's [Shared Values](#) initiative. We are committed to academic freedom, to ensuring responsible research practices, to building diverse and inclusive cultures, to fostering an ethic of care and mutual respect, and to promoting justice.

III. ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the University issued a [reaffirmation](#) of academic rights, responsibilities and processes for addressing concerns.

IV. FACULTY AND VOTING RIGHTS

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of the Department of Speech and Hearing Science includes:

Tenure-track faculty with titles of assistant professor, associate professor, or professor with a minimum 50% appointment in the department. Tenure-track faculty may vote in all matters of department governance. Tenure-track faculty are members of the Committee of Eligible Faculty for all faculty hiring, re-appointment, and promotion and tenure decisions.

Clinical faculty with titles of assistant clinical professor, associate clinical professor, or clinical professor. Clinical faculty may vote in all matters of department governance except tenure-track faculty promotion and tenure decisions and research faculty reappointment or promotion decisions. Clinical faculty positions are non-tenure-track positions and serve under fixed term contracts as described in Chapter [3335-7](#) of the Administrative Code. Clinical faculty are members of the Committee of Eligible Faculty for all re-appointment, and promotion decisions for both clinical and teaching faculty positions.

Teaching faculty with titles assistant teaching professor, associate teaching professor, or teaching professor. Teaching faculty may vote in all matters of department governance except tenure-track faculty promotion and tenure decisions and research faculty reappointment or promotion decisions. Like clinical faculty, these are non-tenure-track positions and serve under fixed term contracts as described in Chapter [3335-7](#) of the Administrative Code. Teaching faculty are members of the Committee of Eligible Faculty for all re-appointment, and promotion decisions for both clinical and teaching faculty positions.

Research faculty with titles research assistant professor, research associate professor, or research professor. Research faculty may vote in all matters of department governance except tenure-track faculty promotion and tenure decisions and research faculty reappointment or promotion decisions. Research faculty positions are non-tenure-track positions. Research faculty are members of the Committee of Eligible Faculty for research faculty hiring, re-appointment, and promotion decisions.

A. Clinical/Teaching Faculty Appointment Caps

As established in the Pattern of Administration of the College of Arts and Sciences, the cap on the number of clinical/teaching faculty members is 20% of the total number of tenure-track, clinical, and research faculty members in the College of Arts and Sciences. Within the department, the number of clinical and teaching faculty members must be lower than the number of tenure-track faculty.

B. Research Faculty Appointment Cap

Research faculty must comprise no more than 20% of the number of tenure-track faculty in the College of Arts and Sciences. This cap can be changed by a majority-vote of the department's tenure-track faculty. In all cases, however, the number of research faculty positions must constitute a minority with respect to the number of tenure-track faculty in the unit.

Associated faculty with visiting, lecturer, or adjunct titles, or tenure-track appointments that are less than 50% with the department. Persons with tenure-track, clinical, teaching, or research faculty titles may not

also hold associated titles. Associated faculty do not have voting privileges on departmental matters, but they may participate in discussions on matters relevant to the areas in which they make contributions.

Emeritus faculty: Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure-track, clinical, teaching, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. See the departmental [Appointments, Promotion, and Tenure \(APT\) document](#) for additional details. Emeritus faculty are invited to participate in discussions on non-personnel matters but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Courtesy faculty: Courtesy appointments can be extended to tenure-track, clinical, teaching, practice, or research faculty from other tenure-initiating units at The Ohio State University who make a substantive contribution to the department. Courtesy faculty do not have voting rights in matters of departmental governance, but they may participate in discussions on matters relevant to the areas in which they make contributions. Although courtesy appointments do not require annual renewal, continuing contribution to the department is assumed for those holding such appointments. Reappointment decisions must be made in consultation with the department's tenure-track faculty members.

V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The Department of Speech and Hearing Science requires a variety of support personnel to carry out its academic mission. These support staff include a fiscal officer, administrative assistants, technical staff, clinical staff, etc. The chair is ultimately responsible for hiring all support staff and making decisions about retention, re-appointment, and merit compensation changes. However, faculty who will work most closely with such hires will be routinely consulted prior to each hiring decision, and faculty in committee leadership positions will serve as direct reports for those staff persons. The direct report faculty will draft annual performance reviews for submission to the department chair. The department chair has the ultimate responsibility for all staff members.

A. The Ohio State University Speech-Language-Hearing Clinic

1. The role of the OSUSLHC within the mission of the department

The primary purpose of the OSUSLHC is education for students in the MA-SLP and AuD programs. This educational mission informs many of the budgetary and human resource decisions made about the operations of the clinic. However, the clinic also must provide services to patients/clients at the highest level of quality in accordance with the licensure requirements of the State of Ohio and the accreditation standards of the Council on Academic Accreditation in Audiology and Speech-Language Pathology. Therefore, the OSUSLHC must balance the educational needs of students with the service needs of the patients/clients who receive diagnostic evaluations and treatment interventions through the clinic.

2. Student roles in the OSUSLHC

MA-SLP student engagement with the OSUSLHC is governed by the [MA-SLP Clinic Policies and Requirements Handbook](#).

AuD student engagement with the OSUSLHC is governed by the [AuD Clinic Policies and Requirements Handbook](#).

3. Faculty oversight of the OSUSLHC

Because the OSUSLHC has both an educational responsibility and a service-delivery responsibility, leadership and oversight requires multiple perspectives. Therefore, the oversight is split between the Clinic Director and Chair of Clinic Committee. While it is acknowledged that responsibilities can and will overlap, the division of responsibilities is as follows:

- a. Clinic Director: The Clinic Director position is focused on the matters pertaining to the operations of the OSUSLHC as a patient/client-facing operation. The Clinic Director will also take the position of Vice Chair of the Clinic Committee to ensure proper communication about the different needs of the clinic operations. The responsibilities that fall into this purview include:

- assuring that service delivery in the clinic is of the highest quality;
- making budgetary decisions in collaboration with the department chair;
- addressing matters relating to the clinical facilities and equipment;
- adhering the clinic to the accessibility needs of patients/clients;
- oversight of administrative staff supporting the clinic;
- engaging with community outreach partners;
- addressing matters pertaining to legal compliance;
- assuring that the clinic remains in compliance with accreditation standards;
- oversight of patient billing;
- oversight of patients'/clients' electronic medical records;
- maintaining the prestige and visibility of the clinic locally and nationally;
- regularly reporting to the chair and faculty about clinic matters.

The position of Clinic Director will be appointed for periods of four years. The appointment can be renewed by the department chair with recommendations from the department faculty after a review process.

- b. Chair of the Clinic Committee: The Chair of the Clinic Committee is responsible for leading the committee's oversight of the educational mission of the OSUSLHC. This includes oversight of the following responsibilities:

- delegating/assigning clinical faculty into roles in student supervision/preceptorship in clinical practicum courses;
- oversight of student behavior in the OSUSLHC;
- ensuring that students have proper supervision in the event that their clinical faculty preceptors take vacation, medical leave, or sick days;
- ensuring that the students' practicum hours are being properly documented;
- resolution of student issues that arise in the OSUSLHC or in off-campus clinical placements;
- oversight of student on-boarding into the OSUSLHC at the appropriate point in their graduate programs.

It is important to note that many of the responsibilities for the Clinic Director and Clinic Committee Chair will be delegated to other clinical faculty and staff to be executed (assigning external clinical placements to students being an example). Those duties will be overseen by the Clinic Director and Clinic Committee Chair, and should problems arise or changes be needed, the Clinic Director and Clinic Committee Chair will be the first points of contact to discuss those matters.

As stated above, there will be many occasions in which the responsibilities of the Clinic Director and the Chair of the Clinic Committee overlap, which can create potential for disagreement. Decisions in the clinic will be expected to be made in concert with the Graduate Studies Committee and the MA-SLP and AuD Program Oversight Committees, as needed. Ultimately, both the Clinic Director and the Chair of the Clinic Committee report to the department chair, and it is chair's responsibility to ensure the stewardship of the clinic's resources and the proper career development of the clinical faculty who contribute to the clinic. In the event that the Clinic Director and Clinic Committee Chair fundamentally disagree on a decision, the department chair will resolve the matter.

Clinical staff positions: Candidates for staff positions in the OSUSLHC will be hired in consultation with the Clinic Committee, and the Director of the OSUSLHC will be their direct reports. Although clinical staff members employed by the department as clinical supervisors do not have explicit voting privileges on all department matters, clinical staff members with a 50% FTE appointment or greater in the department and who engage in clinical teaching roles will be extended committee and voting responsibilities equivalent to clinical faculty, with the exception of serving on the Committee of Eligible Faculty for re-appointment and promotion decisions.

VI. OVERVIEW OF DEPARTMENT DECISION MAKING

Policy and program decisions are made in several 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 determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more widespread the consultation on a decision needs to be. Open discussions—both formal and informal—constitute the primary means of reaching consensus on decisions of central importance. The department may develop advisory bodies to consider and make recommendations on any issue requiring a decision, from program requirements to salary recommendations. For smaller decisions that would benefit from fast implementation, the chair may empower faculty in leadership roles to make those decisions and then inform the chair afterward. However, the chair is responsible for all departmental decisions and/or recommendations to a higher level of administration. The chair has ultimate responsibility for allocating the department's resources in a way that makes the most fiscal and programmatic sense.

VII. DEPARTMENT ADMINISTRATION

A. Chair

The title "Chair" is used to designate the head of the unit, as stipulated in the Rules of the University Faculty (Section [3335-3-34](#)). The primary responsibilities of the head of tenure initiating units (TIUs) are set forth in Faculty Rule [3335-3-35](#). This rule requires the head of the department to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the chair of the department of Speech and Hearing Science to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure (the department APT document).

Other responsibilities of the chair of the department of Speech and Hearing Science, not specifically noted elsewhere in this Pattern of Administration, are paraphrased, and summarized below.

- To uphold expectations of the Leadership Philosophy:
 - Uphold Ohio State's [Shared Values](#) and engender trust through words and actions.
 - Care for people and create conditions for well-being and productivity.
 - Set clear direction and goals for their teams and align to the mission of the department.

- Solve problems and support their teams to adapt to changing contexts.
- Drive cross-functional collaborations to advance goals of the department.
- Demonstrate commitment to continuous growth for themselves and their teams
- To maintain general administrative responsibility for the department, subject to the approval of the Divisional Dean of Social and Behavioral Sciences and the Dean of the College of Arts and Sciences, 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 members of the faculty and the Dean of the College of Arts and Sciences progressive educational programs that serve the changing needs of the students.
- To encourage and facilitate research and educational investigations.
- To assign workload according to the TIU's workload guidelines (see Section IX) and faculty appointment type (and rank).
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both university and department of Speech and Hearing Science established criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by the department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend, after consultation with the eligible faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and the department's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their rank; and in general, to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may benefit from such assistance.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the Dean of the College of Arts and Sciences.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the Dean of the College or designee and the Office of Academic Affairs.
- To provide a schedule of all regular department meetings to all faculty and staff members before the start of each semester. General meetings are called by the chair when necessary, usually monthly but in no case less frequently than once per semester ([3335-5-18](#)).
- To oversee maintenance in the department office of agendas and minutes of all department meetings and records of all other actions covered by the POA and assurance that they will be available online on the department's folder on the college cloud storage.
- To be reviewed at a time and by procedures in accordance with current rules of the university and guidelines of the College of Arts and Sciences.

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

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of the department's academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance.

The chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B. Other Administrators

1. Graduate Program Coordinator: The candidate for the position will be hired in consultation with the Graduate Studies Committee, and the Chair of the Graduate Studies Committee will be the Graduate Program Coordinator's direct report.
2. Undergraduate Advisor: The candidate for the position will be selected in consultation with the Undergraduate Studies Committee, and the Chair of the Undergraduate Studies Committee will be the Undergraduate Advisor's direct report within the department. The Undergraduate Advisor will also have administrative oversight and reporting within the College of Arts and Sciences.
3. OSUSLHC Office Manager: The candidate for the position will be selected in consultation with the Clinic Committee, and the Clinic Director will be the OSUSLHC's direct report within the department.
4. Facilities Coordinator: The Facilities Coordinator is responsible for recommendations to the chair and faculty concerning keys, space, and equipment policies and maintenance. The position may be held by a tenure-track, clinical, teaching, or research faculty member, or a staff member. The position includes the responsibility to review the Building Emergency Action Plan (BEAP) for Pressey Hall and to liaise with the faculty, staff, and students to bring forward issues about the department's instructional, clinic, research, and support spaces to the department chair for action.

Appointment: The Coordinator will be appointed by the department chair for a term of three years (with unlimited possible reappointments).

5. PhD Coordinator: One tenured graduate faculty member will serve as the Coordinator of the PhD program. This position will default to the GSC Chair but can be delegated to another graduate faculty member if circumstances dictate. The PhD Coordinator will:
 - Review the curriculum, rules and policies related to the PhD program and present their recommendations for changes to the graduate faculty
 - Coordinate review of the applicants for the PhD program by the graduate faculty and implement all relevant rules and policies related to the PhD program.
 - Be a liaison for the PhD students to voice concerns about curriculum or their experiences in the program.
 - Make decisions about the admission of students into the PhD program and Graduate Fellowship nominations in collaboration with the tenure-track faculty.
 - Consult with the tenure-track faculty to propose to the department chair the doctoral-level seminars that will be offered in the next academic year.
 - Make recommendations, in collaboration with other members of the GSC, to the department chair regarding funding of PhD students.

Appointment: The PhD Coordinator will serve as GSC Chair, unless circumstances dictate otherwise. In that event, the position will be appointed by the department chair in consultation with the GSC Chair.

6. Curriculum Coordinator: The Curriculum Coordinator will be responsible for submitting new course or program requests and modifications of existing courses and programs to the Curriculum Committee of the College of Arts and Sciences for approval.

Appointment: The Curriculum Coordinator will be a tenure-track, clinical, or teaching faculty member and will be appointed by the Department Chair for a term of three years (with one possible reappointment).

C. Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The department chair is an ex officio member of all department committees and may vote as a member on all committees except the Committee of Eligible Faculty. However, the chair may abstain from any/all votes at their discretion or at the request of the committee.

Unless otherwise indicated, each standing and ad hoc committee reports its deliberations and recommendations to the faculty for action. The department chair makes all committee appointments, including the chairs, unless indicated otherwise (e.g., the occupant of a specific position is designated in this POA document to sit on a particular committee). Student representatives for all committees will be selected by the chair of the respective committees except for the Committee of Eligible Faculty, which will have no student representative. Each committee will determine the student qualifications and voting privileges.

1. Graduate Studies Committee

The Graduate Studies Committee (GSC) is responsible for administering the graduate programs of the academic unit and is the liaison between the Graduate School and the graduate faculty of the unit. The major responsibilities of this committee are those specified in the current [Graduate School Handbook](#). Also included in these responsibilities are:

- The recruitment of highly qualified graduate students (especially in the PhD program)
- Oversight of admissions procedures
- Review of graduate curriculum, rules, and procedures on an annual basis
- Completion of teaching evaluations of all 50% Graduate Teaching Associates (GTAs) who have sole responsibility for teaching a course in the undergraduate program and any adjunct lecturers who are teaching graduate courses

Changes to curriculum, rules and/or procedures may be initiated by member of the GSC or by the AuD Program Oversight Committee or the MA-SLP Program Oversight Committee. Specific proposals for such changes will be brought to the department's faculty for discussion and approval. All official communications with the Graduate School will be the responsibility of the GSC Chair.

Composition: There will be three graduate faculty members of the GSC. This will include the GSC Chair, the Chair of the Audiology Program Oversight Committee, and the Chair of the Speech-Language Program Oversight Committee. Typically, the GSC Chair will also assume the role of PhD Program Coordinator. If circumstances dictate, the PhD Program Coordinator position can be assigned to another faculty member, increasing the faculty membership of the GSC to four.

- The appointment as GSC Chair shall be for a term of three years (with one reappointment possible).
- The Graduate Program Coordinator (a staff position) will serve as an *ex officio* member.

2. Audiology Program Oversight Committee

Day-to-day administration of the graduate professional program in audiology (the AuD program) will be the responsibility of the Audiology Program Oversight Committee (AuD Committee).

Specific responsibilities of the AuD Committee will include:

- The implementation of the rules and procedures established by the GSC and the Graduate School as they relate to the AuD program. This will include determination of course offerings, examinations and student advising.
- Reviewing applications to the AuD program and making admissions decisions in consultation with the GSC.
- Supporting the GSC in recruiting students into the AuD program.
- Conducting programmatic assessment for the AuD program.

Composition: The members of this committee will include full-time faculty members who hold a 50% or greater appointment in the department who are significantly involved in the AuD program. Specifically, members will include a set of the tenure-track, clinical, and teaching faculty members who teach in the AuD program and advise AuD capstone projects. The clinical staff members who make significant contributions in the area of teaching in the AuD program will also be voting members on the committee. Members of this committee will be selected by the department chair for three-year terms with unlimited possible reappointments.

- The Chair of the AuD Committee will be appointed by the department chair. The term of office will be three years (with one possible reappointment).

3. Speech-Language Pathology Program Oversight Committee

Day-to-day administration of the graduate MA-SLP program will be the responsibility of the Speech-Language Pathology Program Oversight Committee (SLP Committee).

Specific responsibilities of the SLP Committee will be:

- The implementation of the rules and procedures established by the GSC and the Graduate School as they relate to the MA-SLP program. This will include determination of course offerings, examinations and student advising.
- Reviewing applications to the MA-SLP program and making admissions decisions in consultation with the GSC.
- Supporting the GSC in recruiting students into the MA-SLP program.
- Conducting programmatic assessment for the MA-SLP program.

Composition: The members of this committee will include full-time tenure-track, clinical, and teaching faculty members who hold a 50% or greater appointment in the department who are significantly involved in speech-language pathology programming. In particular, members will include a set of tenure-track and teaching faculty members who teach in the MA-SLP in didactic courses, clinical supervision, or thesis/capstone projects advising. The clinical staff members who make significant contributions in the area of teaching in the MA-SLP program will also be voting members on the committee. Members of the committee will be selected by the department chair.

- The Chair of the SLP Committee will be appointed by the department chair. The terms of office for the chair and members will be three years (with one possible reappointment).

4. Undergraduate Committee

The Undergraduate Committee is responsible for:

- Undergraduate major (and minor) curriculum recommendations
- Review of course offerings
- Programmatic assessment for the BA program
- Transfer credit evaluations
- Peer teaching evaluations of any adjunct lecturers teaching courses in the undergraduate program.

Composition: Membership in the committee will be composed of a set of three-five tenure-track, clinical, and teaching faculty who have a significant teaching role in the undergraduate BA program.

The Chair of the Undergraduate Committee will be appointed by the department chair. The terms of office for the chair and other members will be three years (with one possible reappointment).

The committee will also include the faculty member who is the advisor for the undergraduate student organization (the Ohio State Chapter of the National Student Speech-Language-Hearing Association, NSSLHA), the advisor for the Ohio chapter of the National Black Association for Speech-Language and Hearing (NBSLHA-OH), and the Undergraduate Advisor (a staff position) as an ex officio member.

5. Clinic Committee

The Clinic Committee is responsible for:

- Assuring the merger of quality clinical education with quality clinical service delivery.
- Working with the AuD and SLP Committees regarding matters in which curricular decisions will directly impact clinical education and service delivery.
- Determining policies and procedures to implement the responsibilities outlined in section VII-B-3 above.

Composition: The committee will consist of all clinical faculty members who perform clinical precepting as part of the OSUSLHC, any/all clinical supervisors/preceptors who hold staff positions of greater than 50% FTE in the OSUSLHC. Any/all administrative staff persons who support the OSUSLHC will serve on the committee as ex officio members.

The Chair of Clinic Committee will be a clinical faculty member appointed by the department chair. The term of office will be three years (with one possible reappointment).

The Clinic Director will hold the position of Vice Chair of the Clinic Committee for the duration of their time as Clinic Director.

6. Committee of the Eligible Faculty

The Committee of the Eligible Faculty is responsible for recommendations concerning promotion and tenure. Notably, because of the size of the department's faculty, there is no separate Promotion and Tenure Committee, and in fact, the department uses the terms 'Promotion and Tenure Committee,' 'P&T

Committee,’ and ‘Committee of the Eligible Faculty’ interchangeably at this time. However, the Committee of the Eligible Faculty will perform annual reviews of clinical and teaching assistant professors using subcommittees that prepare reports to the full committee for discussion. The full committee will make decisions about candidates’ progress, and the subcommittee leads will provide the feedback to candidates on behalf of the full committee.

Composition: Details on the committee are contained in the [Appointments, Promotion, and Tenure Document](#).

- The Committee Chair will be appointed by the department chair. The Committee Chair must be a tenure-track faculty member at the rank of professor. The duties will include scheduling meetings, setting meeting agendas, working with the department chair to coordinate advancement of re-appointment, promotion, and tenure cases through the department-level review processes. The term of office will be three years (with one possible reappointment).

7. Chair’s Executive Advisory Committee

The Chair’s Executive Advisory Committee (Executive Committee) is charged with having regular meetings with the department chair to apprise the chair on matters relating to the students, faculty, and staff in the department and to provide the chair guidance on different initiatives. While ultimate decision-making authority rests with the chair in budgetary matters, the Executive Committee will be consulted on major spending initiatives. The Executive Committee will meet before every department meeting to help set the agenda for the meeting and to identify action items for department leadership.

Composition: The Executive Committee will be composed of the GSC Chair, the Clinic Committee Chair, the Clinic Director, the Undergraduate Committee Chair, and one ad-hoc member selected by the Department Chair. The Department Chair will serve as the chair of the committee.

8. Awards Committee

The purpose of the Awards Committee is to identify candidates in the department worthy of nomination for college, university, and professional awards. Many student award nominations will fall under the purview of the GSC, AuD Oversight, SLP Oversight, and Undergraduate Committees, and the Awards Committee will be expected to collaborate with those committees as is appropriate. The committee will be particularly focused on awards for faculty and staff that will raise the visibility of the department nationally.

Composition: The Awards Committee will be composed of two tenure-track faculty, two clinical faculty, and one staff member. Terms on the committee will be three years, with the option for one possible reappointment term. Additional interested individuals may join as needed. There will be no committee chair, and the department chair will set the agenda for meetings.

9. Ad hoc Committees

Ad hoc committees are temporary committees that are responsible for carrying out duties in a specific area and for a particular purpose (e.g., recruiting new faculty, developing policies or procedures for use of space and equipment) as outlined by the department chair and/or the Executive Committee. All members of these committees shall be appointed by the department chair for a term of one year and may serve two consecutive terms if reappointed by the department chair.

- Search Committees: These committees will be charged with leading the hiring of new faculty and staff into the department in alignment with the Strategic Hiring Initiative for Faculty Talent ([SHIFT](#)). The

committee is composed of three faculty members with the same faculty appointment type as is being recruited (e.g. tenure-track for a tenure-track faculty hire) and one faculty member from another unit in the university or one from the department with a different appointment type as is being recruited (e.g. clinical faculty member for a tenure-track hire). If the fourth faculty member is not on the Committee of Eligible Faculty for the hire, they will not have voting privileges on the search committee. One member of the committee will be designated as Faculty Hiring Procedures Oversight Designee (POD).

VIII. DEPARTMENT/FACULTY MEETINGS

The department may have either department or faculty meetings scheduled during the typical nine-month faculty on-duty window (August 15th to May 15th).

- Scheduling will be completed prior to the start of each semester.
- Department meetings will include all faculty and staff; Faculty meetings will include only faculty. The decision to have a department meeting or a faculty meeting will be made by the chair, and this decision will be based on the topics of the meeting.
- The chair will provide the faculty and staff with 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 department meetings, with Faculty or Tenure-track Faculty meetings additional to the monthly department meetings.
- A call for agenda items will be made prior to the meeting, and a 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 faculty can also be scheduled on written request of 25% of the 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/department meetings within seven days of the meeting, if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

The following pertain to faculty meetings:

- Special policies pertain to voting on personnel matters, and these are set forth in the department's [Appointments, Promotion and Tenure Document](#).
- For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote.
- Either the chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote. Balloting will be conducted either in-person or by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given one week to respond.
- When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the chair will necessarily make the final decision.

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

IX. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD

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

Fluctuations in the demands and resources of the department and individual circumstances of faculty members may warrant changes in their responsibilities. Assignments and expectations for each upcoming year are addressed and adjusted as part of the annual review by the department chair based on departmental needs as well as faculty productivity and career development.

In crisis situations, faculty duties and responsibilities may be adjusted by the chair to take into account the impact over time of the crisis. These adjustments may include, among other possibilities, modifying research expectations in order to maintain teaching obligations. Any assignment changes will be considered in annual reviews and promotion cases.

A full-time faculty member's primary professional commitment is to The Ohio State University, and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).

During on-duty periods, faculty members are expected to be available for interaction with students, research, and department meetings and events, even if they have no formal course assignment. Every member of the faculty who is assigned instruction should post weekly office hours (or online availability). On-duty faculty members should not be away from their responsibilities for extended periods of time unless on an approved leave (see section XII) or on approved travel.

Remote work: Faculty and staff members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Remote work and the use of virtual meetings are allowed at the discretion of the chair if such work can be performed effectively and the remote faculty members are able to fulfill their responsibilities. Remote work will be encouraged under certain circumstances if it serves the needs of the department, college, university, and/or community. The department chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through remote work.

A. Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university's mission via teaching, scholarship, and service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected.

Faculty Rule [3335-5-08](#) requires that absence from work responsibilities for more than 10 consecutive business days during a semester be approved by the department chair, Dean, and Executive Vice President and Provost.

Teaching

All tenure-track faculty are expected to contribute to the department's teaching. An individual faculty member's teaching portfolio will include some combination of large-enrollment foundational courses and smaller specialized courses in the undergraduate and/or graduate curricula. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work.

There are opportunities for course releases for high-effort service contributions. The availability of these course reductions will vary depending on resource availability in the department and will be determined by the chair prior to the faculty member accepting the service assignment. In making these assignments, the chair must balance the needs of the department with the preferences of the faculty member, as well as their total workload within the context of the department's policy on faculty duties and responsibilities.

The course assignments for individual faculty members will be determined by the chair in consultation with the Chair's Executive Advisory Committee and the divisional dean who may decline to approve requests for adjustments when the request is not judged to be in the best interest of the department or college. All tenure-track faculty members must contribute to the mission of education (formal and/or informal instruction, student advising) over the course of the academic year.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship in accordance with the expectations set forth in the department's Appointments, Promotion and Tenure Document. The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#).

- A faculty member who is actively engaged in scholarship will be expected to publish regularly in high-quality peer-reviewed journals. This is the most important demonstration of research productivity for tenure-track faculty.
- Other venues, such as books, edited book chapters, and scholarly presentations, contribute to the faculty member's overall body of scholarly productivity, but are weighted less heavily than peer-reviewed journal articles in promotion and merit pay evaluations.
- Faculty engaged in research are expected to pursue extramural funding.
- When possible, faculty members are also encouraged to seek appropriate opportunities to obtain patents and engage in other commercial activities or industry partnerships stemming from their research.

Service

Faculty members are expected to be engaged in service to the department, the college, the university, the profession, and the community. The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload according to the university [workload guideline](#).

- Typically, this will include service on at least two committees within the department and some service outside the unit (this can be in the form of college committees, university committees, graduate faculty representative for Ph.D. students, local or state professional organizations, national organizations, etc.). Expectations for untenured faculty are generally reduced in order to protect their time to focus on scholarship and teaching.
- 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, the college, or the university).
- Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the department chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for the AMC Process. The department chair should also consider this additional service burden in managing equity of service loads among faculty.
- All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other TIU events.

1. Special Assignments

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

- The Executive Advisory Committee will evaluate all SA proposals and make recommendations to the department chair. The chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department, college, university, and to the faculty member, as well as the ability of the department to accommodate the SA at the time requested.
- Written requests for SAs by faculty should be sent to the department chair or school director for endorsement and then forwarded to the divisional dean for approval. Proposals for SAs should indicate the nature of the assignment and the impact the assignment will have on the faculty member and the institution.

B. Clinical Faculty

The Department of Speech and Hearing Science uses the title of Clinical Faculty for faculty members who focus principally on the clinical education needs for the department. The standard workload expectations for full-time clinical faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Clinical faculty members are expected to contribute to the department's clinical education, clinical service provision, and clinical scholarship missions primarily in the MA-SLP and the AuD programs.

The primary responsibilities of clinical faculty members fall in the area of clinical education. Clinical education includes course instruction and one-on-one or group clinical supervision. The clinical supervision component includes direct precepting of students in the OSU Speech-Language-Hearing Clinic (OSUSLHC), placement of graduate students into external clinical sites and monitoring of students' performance (as well as that of the external supervisor). Clinical faculty members may also serve as advisors on MA or AuD thesis/capstone committees and members of PhD candidacy or dissertation

committees. The proportions of time spent on didactic course instruction, clinical student supervision, direct clinical services, clinical placement coordination, project advising, etc., are determined by the chair in collaboration with the individual clinical faculty member, the Clinic Committee chair, and the Committee of Eligible Faculty. The distribution of effort in these different sub-categories is reflected in the Professional Plans for each clinical faculty member.

The nature of service activities is similar to that of tenure-track and teaching faculty members, with the additional community service contribution of outreach through the provision of clinical services outside of the faculty member's clinical teaching role.

The nature of scholarship activities is more heavily focused toward professional contributions to clinical education and practice (presentations at conferences for clinical professionals, book chapters or editor-reviewed publications) and/or engaging in supporting roles in the research activities of tenure-track or research faculty.

In the Department of Speech and Hearing Science, clinical faculty expectations are built upon a basic structural formula of 70% effort for teaching, 10-30% for service, and 0-20% for scholarship. However, there is significant inherent variability in the type of instruction, clinical endeavors, service opportunities, administrative responsibilities, and outreach efforts across the clinical faculty in the department. Therefore, when considering workload and expectations for each clinical faculty member, it is important to be able to account for variability in individual clinical faculty members' responsibilities. Upon appointment and reappointment, each clinical faculty member (regardless of rank) will develop an individualized Professional Plan for how to balance education, service, and scholarship responsibilities. The plan will serve as a foundation on which annual reviews, reappointment, and promotion decisions are based.

The development of the Professional Plan should adhere to the following guidelines:

- a) The Plan should be drafted during the first academic year of the appointment with the guidance of a faculty mentor and the Clinic Committee Chair.
- b) Each Professional Plan will be reviewed and approved by the Committee of Eligible Faculty and the department chair before the conclusion of the first academic year.
- c) At any time, the clinical faculty member can request amendments to the Professional Plan to reflect new opportunities that have arisen or changes in their priorities. Any significant amendments require approval from the Committee of Eligible Faculty and the department chair.
- d) A contract renewal will trigger a full Committee of Eligible Faculty review of the Professional Plan at the onset of the new contract term. This review process can be expedited if no changes are made to the Professional Plan.

C. Teaching Faculty

The Department of Speech and Hearing Science uses the title of Teaching Faculty for faculty members who focus principally on didactic course instruction needs for the department's undergraduate programming. Teaching faculty members may also serve as advisors on MA or AuD thesis/capstone committees and members of PhD candidacy or dissertation committees. The standard workload expectations for full-time teaching faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service.

The course teaching load is determined by the department chair in collaboration with the individual teaching faculty member, and the Committee of Eligible Faculty at the time of initial appointment and subsequent reappointments.

The nature of service activities is like that of tenure-track and clinical faculty members.

The nature of scholarship activities is more heavily focused toward professional contributions to educational endeavors and/or engaging in supporting roles in the research activities of tenure-track or research faculty.

Teaching faculty expectations are built upon a basic structural formula of 70% effort for teaching, 10-30% for service, and 0-20% for scholarship. Teaching course loads will be fixed upon initial appointment. However, there is significant variability in the service opportunities, administrative responsibilities, and scholarly activities. In order to account for individual teaching faculty members' variability in responsibilities, upon beginning a new contract, each teaching faculty member (regardless of rank) will develop a Professional Plan for how to balance education, service, and scholarship responsibilities. The plan will be specific to each individual faculty member. The plans will serve as a foundation on which annual reviews, reappointment, and promotion decisions are based.

The development of the Professional Plan should adhere to the following guidelines:

- a) The Plan should be drafted during the first academic year of the appointment with the guidance of a faculty mentor.
- b) Each Professional Plan will be reviewed and approved by the Committee of Eligible Faculty and the department chair before the conclusion of the first academic year.
- c) At any time, the teaching faculty member can request amendments to the Professional Plan to reflect new opportunities that have arisen or changes in their priorities. Any significant amendments require approval from the Committee of Eligible Faculty and the department chair.
- d) A contract renewal will trigger a full Committee of Eligible Faculty review of the Professional Plan at the onset of the new contract term. This review process can be expedited if no changes are made to the Professional Plan.

D. Research Faculty

Research faculty members are expected to contribute to the department's mission primarily via research, with a secondary role in service to the department, college, university, and the disciplines served by the department. Research faculty members may serve as co-advisors on graduate committees, depending on the graduate faculty status with the Graduate School. Standard workload expectations for full-time research faculty members are 0-10% teaching (student mentoring), 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer.

In accord with Faculty Rule [3335-7-34](#),

a research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the TIU's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

- Research faculty expectations for research are like those for the tenure-track, albeit proportionally greater since a minimum of 90% effort for research faculty members is devoted to research. Specific expectations are spelled out in the letter of offer.
- In accordance with [Faculty Rule 3335-7-35](#), research faculty will be responsible for securing extramural funding to support a minimum of 80% of their salary.
- 5-10% of the research faculty member's salary will be supported through department funds.
- 0-10% of the research faculty member's effort is directed toward service to the department, college, university, or disciplines of speech and hearing science. This proportion of effort is determined by the research faculty member, the Committee of Eligible Faculty, and the department chair. The time devoted to service is paid through department funds, rather than extramural salary recovery.
- In the event the research faculty can fund their full effort with extramural salary recovery, the maximum of 95% is set so that the research faculty member has dedicated time (5% FTE) to write new grant and contract proposals. Because this work cannot be paid from current grants/contracts, that 5% FTE will be paid through department funds.

E. Associated Faculty

Standard workload expectations for compensated associated faculty members are 80-100% teaching, 0-20% scholarship, and 0-20% service, depending on the terms of their individual appointments.

- Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments.
- Faculty members with tenure-track titles and appointments <50% FTE will have each dimension of their workload responsibility (teaching, research, service) adjusted proportionally to their appointment level.
- Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

F. Modification of Duties

The department strives to be a family-friendly unit in its efforts to recruit and retain high-quality faculty members. To this end, the department is committed to adhering to the College of Arts and Science's guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the [college pattern of administration for details](#). See also the [Office of Human Resources Parental Care Guidebook](#) and the Parental Leave Policy in Section XII.

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

X. COURSE OFFERINGS, TEACHING SCHEDULE, AND GRADE ASSIGNMENTS

The Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. However, the dean and divisional deans are ultimately responsible for approving course offerings and teaching schedules.

- The Undergraduate, SLP Oversight, and AuD Oversight committees will be tasked with identifying all course offerings for the academic year, and then the committee chairs will communicate with the faculty to determine which courses will be taught by whom.
- While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times and in formats, including online instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided.
- The Graduate Studies Chair will identify any 50% Graduate Teaching Associates (GTAs) who can be assigned as the instructor for undergraduate courses that are without an instructor from among the regular faculty. This process will utilize input from the graduate student and their advisor to assure that the teaching assignment matches the expertise of the graduate student and does not represent a significant impediment to their progress through their graduate program.
- The department chair will work with the committee chairs to identify adjunct faculty who can teach course offerings unfilled by regular faculty or GTAs.
- A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled, and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Exceptions to the cancellation policy can be made through a request from the course instructor to the department chair.
- 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 different semesters of offering to assure that instructional expertise is always available for such courses.
- If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, the TIU head may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XI. ALLOCATION OF DEPARTMENT RESOURCES

The 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 departmental goals. The department chair will allocate resources in support of the mission of the department after consultation with the Executive Advisory Committee. However, final decisions on resource allocation rest with the chair.

- Because most standing departmental committees have fixed annual spending commitments, each committee chair will be given an annual budget allocation from which make these purchases. In the common event that spending needs exceed the allocated budgets, requests can be made to the department chair for additional funding support.
- Research space will be allocated by the department chair in consultation with the Facilities Coordinator. Priority for space will be given to tenure-track faculty. Research productivity, including external funding, will also be a significant consideration. Space will be reallocated periodically as the size of the faculty changes and new space needs arise.
- Office space will be allocated by the department chair in consultation with the Facilities Coordinator. Priority for offices on the main floor of the department will be given to tenure-track, clinical, and teaching faculty, as well as the staff. This priority is given due to the need for students to be able to have ready access to these personnel. Research, emeritus, and associated faculty may also be given office spaces, if such spaces are available.
- Priority for spaces is given to the most senior faculty (based on rank and time in the department).
- Priority is also given to faculty and staff who perform the greatest proportion of their work on campus. Remote and hybrid work is supported by the department, but the department may call upon the faculty or staff member to make concessions on their assigned office space (e.g., moving to smaller or less sought-after offices, sharing space with another person).
- The allocation of salary funds is discussed in the [Appointments, Promotion and Tenure Document](#).
- When the department and college budgets allow, faculty will be provided with travel funds to present at state, national, and/or international conferences. The guaranteed amount each faculty member will allocated from department General Funds during the academic year will be determined at the start of each academic year (based on the General Funds available to the department). Requests for additional funding for travel can be made to the department chair, who will try to support the requests as long as there is clear benefit to the faculty member and the department, and the funds are available.

XII. LEAVES AND ABSENCES

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Human Resources [Policies and Forms website](#). In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)).

A. Discretionary Absence

Faculty are expected to complete a travel request or a request for absence through the [Workday system](#) 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 department and college retain the authority to disapprove a proposed absence when instruction or other activities are negatively impacted by the leave. 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 specifically Faculty Rule [3335-5-08](#)).

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete a request for absence in [Workday](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the department chair know 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 the [Office of Human Resources Policy 6.27](#).

C. Unpaid Leaves of Absence

The department adheres to the university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence without additional caveats. The policies are set forth in [Office of Human Resources Policy 6.45](#). Requests should be made to the department chair in advance of the absence. This request should include the reasons for the unpaid leave and suggestions for how the faculty member's responsibilities will be handled in their absence.

D. Faculty Professional Leave (FPL)

- Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#). The information provided below supplements this policy.
- The department chair's Executive Advisory Committee will review all requests for faculty professional leave and make a recommendation to the chair based on the following criteria:
 - A specific proposal regarding activities being pursued during the FPL and how they relate to the faculty member's program of research;
 - An outline of research productivity that will result from the FPL (including development of an external grant proposal and planned peer-reviewed publications);
 - Knowledge/experience the faculty member will gain.
- The chair's recommendation to the dean or designee regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.
- With the size of the department's faculty, it is challenging to accommodate more than one FPL in a given academic year. In the event that multiple faculty request an FPL for the same academic year, the decision about which to prioritize will be based on:
 - The quality of the proposed FPL in terms of its impact on the department and faculty member;
 - Priority given to a faculty member who has not had an FPL over one who has had one previously;
 - Seniority in the department (faculty rank and years in the department).

E. Parental Leave

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

XIII. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

Information on faculty additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Outside Activities and Conflicts](#). The department adheres to these policies in every respect. The information provided below supplements these policies.

- The 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. It is university policy that faculty may not spend more than one business day per week on additionally compensated activities and external consulting combined.
- All activities providing additional compensation must be approved by the 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.
- Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the [Policy on Outside Activities and Conflicts](#) and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.
- Should a department faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to them, 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 of Arts and Sciences reviews and approves the use of the textbook or material for use in the course taught by the faculty member.
- Faculty who fail to adhere to the university's policies on these matters, including seeking approval for external consulting, will be subject to disciplinary action

XIV. FINANCIAL CONFLICTS OF INTEREST

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

- Faculty members with external funding 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.
- Faculty without external funding may still be required by university policy to complete a financial conflict of interest disclosure. Any faculty unsure if they need to complete a disclosure should consult with the department chair for a decision on the best course of action.

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

XV. GRIEVANCE PROCEDURES

Members of the department with grievances should discuss them with the department chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. When presented with a complaint, the chair shall consult with the college and university personnel knowledgeable in handling complaints (i.e., Associate Dean for Faculty Affairs, Vice Provost for Faculty Affairs, Office of Human Resources, Office of Civil Rights Compliance, Legal Affairs) if there is any question regarding proper process or if the complaint includes complex issues or mandatory reporting.

When any type of complaint or appeal is lodged, it is important for all members of the department to understand, and for the chair to communicate where appropriate, that retaliation of any form against a person who complains will not be tolerated by the department, college or university.

Content below describes procedures for the review of specific types of complaints and grievances.

A. Salary Grievances

- A faculty or staff member who believes that their salary is inappropriately low should discuss the matter with the department chair. When possible, the faculty or staff member is encouraged to provide documentation to support the complaint.
- Faculty members who wish to pursue the matter may be eligible to file an appeal with the college's Faculty Salary Appeals Committee as described in the college's [Pattern of Administration](#). A formal salary appeal may also be filed with the Office of Faculty Affairs in the Office of Academic Affairs (see Chapter 4, Section 2 of the Office of Academic Affairs [Policies and Procedures Handbook](#)).
- Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

B. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).

C. Faculty and Staff Misconduct

- Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule [3335-5-04](#).
- Any student, faculty, or staff member may report complaints against staff to the department chair. The [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.
- The primary point of contact for complaints made against the chair is the Divisional Dean of Social and Behavioral Sciences.

D. Harassment, Discrimination, and Sexual Misconduct

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

- Ohio State's policy and procedures related to equal employment opportunity are set forth in the [university's policy on equal employment opportunity](#).
- Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the [university's policy on nondiscrimination, harassment, and sexual misconduct](#).
- The department chair can direct anyone in the department to the proper reporting agency to ensure that the matter is addressed properly according to university policies.

E. Violations of Laws, Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).

F. Complaints by and About Students

- Normally, student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response.
- When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).
- Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the department chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

G. Academic Misconduct

Faculty members will report any instances of academic misconduct to the [Committee on Academic Misconduct](#) in accordance with the [Code of Student Conduct](#). See also Board of Trustees Rule [3335-23-05](#).