

PATTERN OF ADMINISTRATION

DEPARTMENT

OF

ENGLISH

THE OHIO STATE UNIVERSITY

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I. DEFINITIONS

According to [Faculty Rule 3335-5-19](#), the term “Associated Faculty” includes “persons with clinical practice titles, adjunct titles, visiting titles, and lecturer titles.” The terms “**Associate and Full Professors**,” “**tenured faculty**,” and “**senior faculty**” are assumed to be identical and may be taken to apply uniformly in all other governance documents within the Department of English. The terms “**Assistant Professors**,” “**probationary faculty**,” and “**untenured faculty**” are assumed to be identical and may be taken to apply uniformly in all other governance documents within the Department of English.

II. INTRODUCTION

This Departmental Pattern of Administration is a manual on the administrative organization of the Department of English. 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. University 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. Changes, which will be made in consultation with the Department faculty and which are subject to approval of the College and the Office of Academic Affairs, will be disseminated to Department faculty in memos until sufficient changes have accumulated to warrant posting a complete new document.

Although this document is a valuable resource, readers should bear in mind that rules and procedures do not themselves constitute a Department. In the words of the 1952 Pattern: "A Department is neither a machine nor an organism; it is a community of teachers and scholars who should be trying to effect a common purpose. Rigid adherence to rules should never be allowed to interfere with achieving what is best for our students, our Department, our university and our profession. In the last analysis, our ends will be most readily gained not by a constitution and by-laws, but by the harmonious and cooperative endeavor of every member of our community."

III. MISSION STATEMENT

The Department of English is dedicated to the development and teaching of knowledge about the study of language, literature, media, and culture in the English speaking world. In addition, the Department is dedicated to serving audiences both inside and outside the University, through participation in activities ranging from supporting faculty governance to participating in community-based Arts and Humanities as well as interdisciplinary programs. We believe that the analytical study of literature, folklore, media, language, and writing helps develop a capacity for logical thought, a greater awareness of the complexity of value judgments, and the imaginative possibilities of the mind itself. English studies can expand our emotional, creative, and cognitive capacities, can sharpen our ability to make difficult judgments, and can help us understand societies, times, and cultures different from our own.

The audiences for our teaching include the large number of undergraduates who take our courses to satisfy General Education requirements; our own English majors and minors; and graduate students in our three degree programs, the M.A., the M.F.A., and the Ph.D. The audiences for our research include other scholars and writers, who participate in our critical conversations; teachers who are looking for ways to apply research findings in their classrooms; graduate students who are beginning their professional training; segments of the larger public interested in literature, language, and the humanities. The audiences for our service are also diverse; they include our colleagues at OSU and a broad spectrum of the public: high school teachers, people in various occupations who want to work on special skills, and citizens interested in the Humanities. The Department is dedicated to improving continuously the quality of its contributions to these multiple audiences.

We believe all faculty should make significant contributions in each of the three areas of teaching, research and service. For promotion and tenure, we require evidence of effective teaching at all levels (graduate or undergraduate) offered at the relevant campus; this should be measured by student evaluations (SEIs and discursive responses) and reports of peer visitors, who will also evaluate course materials such as syllabi and assignments. Effectiveness on the graduate level is also measured by the quality of one's work as an advisor on student committees. In research, we require evidence of a faculty member's ability to make significant, high-quality contributions to important conversations in his or her field; this evidence typically takes the form of a published book or a sustained, original scholarly project in another form appropriate to the field, as well as essays in major refereed journals or edited volumes, conference papers at national meetings of scholarly organizations, and book reviews and review essays. For promotion to Full Professor, we require a second body of published scholarship, typically a published book or a sustained, original scholarly project in another form appropriate to the field and additional articles, reviews, presentations, and edited work beyond that required for tenure. These outlines of research expectations are not exhaustive. See the Department's Appointments, Promotion & Tenure document for our approach to the research of colleagues whose work is not covered by the parameters outlined here. In service, we recognize a variety of valuable contributions: service within the Department, within the College, within the regional campuses, within the University, within the larger profession of English Studies, and within the community—local, state, national, or international.

Members of the Department of English work at the Columbus, Lima, Mansfield, Marion, and Newark campuses of Ohio State. Much of the language of this document implicitly refers to working arrangements on the Columbus campus. Regional campus faculty are full members of the Department, but their teaching and service patterns, and their remuneration, are not determined as described herein. They are the responsibility of the Deans and Directors of their regional campuses, in consultation where possible with the Chair of the Department.

IV. DEPARTMENT ADMINISTRATION

Material in this section is abstracted from the basic legal code of the University

as approved by the Board of Trustees and set forth in the Rules of the University Faculty, which cover such matters as academic freedom and responsibility, tenure, college faculties, and various faculty councils. The rules abstracted and sometimes paraphrased here are only those relevant to the Department of English and the rights and responsibilities of its members. (Figures in parentheses refer to relevant rule numbers.)

A. The Department Faculty

The Department of English faculty shall comprise all members of the Department who are members of the tenure-track faculty of the College. ("Tenure-track faculty" include Instructors, Assistant Professors, Associate Professors, and Full Professors, by Faculty Rule 3335-5-19.)

All members of the teaching staff on duty during a given semester are expected to report for duty and to be available for consultation and organization at least one working day preceding the day designated in the calendar as the day for classes to begin. Faculty members on nine-month appointments are commonly on duty for nineteen working days a month averaged over a nine-month period. The most common pattern for a nine-month on-duty period under semesters includes the Autumn and Spring semesters and the May session. (3335-5-07)

B. General Principles

The Department reaches decisions about policies and programs in a number of ways: by vote of the English Department Council, by vote of standing or ad hoc committees, and/or by the actions of Departmental administrators, including the Chair. The Department follows the general principle that the more important the matter to be decided, the more widespread the discussion about it needs to be. The Department values open discussion as a means by which to reach decisions on matters of importance. Meetings of the English Department Council and of the eligible faculty (see the Department's Appointments, Promotion & Tenure document for the definition of "eligible faculty") are conducted in accord with Robert's Rules of Order.

C. The Chair

1. Definition, Term, and Selection.

The Chair serves as the administrative head of the Department. According to [Faculty Rule 3335-3-35](#), each Chair shall be appointed for a term of four years by the Board of Trustees upon the nomination of the President and the recommendation of the Executive Dean; the Chair shall be eligible for re-appointment. Since the President follows the recommendation of the Executive Dean, the rule, in effect, means that the Executive Dean has the authority to select the Chair after consultation with the faculty of the Department as well as other appropriate University officials, including the Divisional Dean of Arts & Humanities. Since the Chair is such an important office, the Department has developed a formal mechanism for providing advice to the Executive Dean on the Chair's selection.

In the fourth year of each Chair's term the Executive Committee shall constitute the Department's Chair search committee, with its two Full Professors acting as co-chairs. The sitting Chair will not serve as a member of the search committee, which will however include a representative from another unit in the College, appointed by the Executive Dean (3335-3-35). The committee shall solicit nominations for the position, including re-nominations if the sitting Chair is willing to serve for a further term; they shall also canvass opinions as widely as possible among faculty, staff, and graduate students. To assist with the canvassing process, the committee may schedule an open forum in which the nominee responds to questions from faculty, staff, and graduate students. The canvass will include an advisory ballot by secret vote since the purpose of the canvassing is to gather the department's preferences for the candidates; in accordance with College requirements, the ballot should indicate the rank (but not the identity) of the voter. The search committee will finally present the Executive Dean with a report that includes an unranked list of candidates deemed acceptable by the Department. This report, which is a matter of public record, will be posted in Buckeye Box with access available to all members of the department.

2. Duties of the Chair (according to Faculty Rule 3335-3-35)

1. To have general administrative responsibility for the Department, subject to the approval of the Executive Dean of the College.
2. To develop in consultation with the faculty this Pattern of Administration. This Pattern of Administration shall be made available to all present and prospective members of the faculty of the Department, and a copy shall be deposited in the office of the Executive Dean of the College and in the office of the Executive Vice President and Provost.
3. To prepare, after consultation with the faculty and in accordance with the Pattern of Departmental Administration, a statement setting forth the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the office of the Executive Dean of the College and in the office of the Executive Vice President and Provost.
4. To provide a schedule of all regular faculty meetings before the start of each semester, to maintain minutes of all faculty meetings, and to maintain records of all other actions covered by this Pattern of Administration.
5. To conduct Departmental governance in an appropriately consultative manner. The Chair and the Department must recognize that 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. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance.

In principle, major policy matters will be decided by majority rule, though the Chair has final authority for Department policy. Whenever the Chair does not follow the will of the majority, he or she must explain, in writing or at a faculty

meeting, the reasons for the departure from the principle, and the Chair must also allow the faculty to comment on the case.

6. To operate the business of the Department with efficiency and dispatch.
7. To plan with the members of the faculty and the Executive Dean of the College a progressive program.
8. To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.
9. To evaluate faculty annually in accordance with criteria approved by the Board of Trustees and subject to instructions from the Executive Dean of the College and the Executive Vice President and Provost.
10. To inform faculty members when they receive their annual review of their right to review their primary personnel file in the TIU and to place in that file a response to any evaluation, comment, or other material contained in the file.
11. To recommend to the Executive Dean of the College, after consultation with the faculty, appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty.
12. To encourage research and educational investigations.
13. To see that all faculty, 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.
14. To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
15. To prepare (after consultation with the Executive Committee) annual budget recommendations for the consideration of the Executive Dean of the College.
16. 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.

3. Additional Duties of the Chair

To appoint the directors of various programs and of multi-section courses and to assign members of the faculty to specific courses.

1. Certain programs within the Department, such as Undergraduate Studies, Graduate Studies, Creative Writing, Digital Media Studies, First-Year Writing, and Second-Level Writing are sufficiently complex for there to be a need for Directors and, if necessary, Assistant or Associate Directors. They shall perform such administrative duties as are assigned to them by the Chair.
2. Course Directorships: Large, multi-section courses have directors, appointed by the Chair in consultation with the Executive Committee. Each director consults with those teaching the course on its aims, procedures, structures, and texts. Directors should consult with the Chair on staffing the course and to assist in bringing the course to the attention of students and advisers.

Either the director or another member of the faculty should visit the class of each new non-tenure track instructor (GTA, Lecturer, Senior Lecturer, or Visiting Professor) teaching the course for the first time, in order to help the instructor and to prevent the development of serious discrepancies in the conduct

of course sections. Also toward these ends, all instructors should provide syllabi, tests, reading lists, and other course materials to the course director. New instructors are encouraged to visit the classes of experienced teachers, and new tenure-track faculty are encouraged to consult with the course directors.

All teachers with the title of GTA, Lecturer, or Senior Lecturer will submit to the appropriate course director, at least one week prior to the beginning of each semester, a detailed syllabus for each course they teach. For every course that a GTA or Lecturer/Senior Lecturer is teaching for the first time, he or she will arrange with the appropriate course director (or the Associated Faculty Coordinator) for a classroom visit and a written evaluation of their performance. Course directors will forward a copy of a written evaluation to the individual GTA/Lecturer/Senior Lecturer and to either the Director of Undergraduate Studies (for non-composition courses) or the Vice Chair for Rhetoric, Composition and Literacy (for composition courses). GTAs, Lecturers, and Senior Lecturers should also submit to the course director one set of student evaluations (discursives and SEIs), with the course director or the Associated Faculty Coordinator summarizing the evaluations. The instructor may add to this summary comments, qualifications, or other relevant information. No more than one set per year need be submitted, though all discursives and SEIs should be made available at the time of review.

3. It is the responsibility of the Chair (or the Chair's designee) to assign members of the tenure-track faculty to courses, teaching hours, and semesters of service after consulting with the instructor concerned and taking into account the instructional obligations of the Department. Because the hours set for classes must always be adjusted to the classroom situation and to the whole teaching schedule of the Department, it is not always possible to satisfy everyone. To prevent scheduling issues, faculty members planning to apply for a fellowship, scholarship, Faculty Professional Leave, or Special Assignment are urged to consult with the Chair before applying. See also "Course Scheduling" below.

D. Vice Chairs

Two Vice Chairs are appointed by the Chair to multi-year appointments, the length of which is determined by the Chair. The Vice Chair for Rhetoric, Composition, and Literacy has the responsibility to oversee the operations of the Department's writing programs and to perform other duties as assigned by the Chair. The second Vice Chair has the responsibility to assist the Chair in carrying out the duties of the Chair's office. Individual Chairs will determine the specific duties of their Vice Chairs, but typical duties include working as a liaison with the regional campuses and overseeing the hiring process. During the absence of the Chair, the Vice Chair (or the Vice Chair for Rhetoric, Composition, and Literacy) becomes Acting Chair.

E. Interim and Acting Chairs

If a Chair resigns or otherwise leaves the position before the end of a term, the Executive Dean of the College will appoint an Interim Chair after consultation with the Department. If a sitting Chair does not remain on duty in the Summer, the Executive

Dean will appoint an Acting Chair for that Session.

F. Selection of Vice Chairs, Directors of Graduate and Undergraduate Studies

Any tenured member of the faculty with graduate faculty status “P” is eligible for the positions of Vice Chair; Vice Chair for Rhetoric, Composition, and Literacy; Director of Undergraduate Studies; Director of Graduate Studies; and Director of Digital Media Studies. The Chair has the authority to make these appointments, though the Chair must consult with the faculty in the following manner. The Chair calls for nominations, including self-nominations, and consults with a range of colleagues and, where appropriate, students. Furthermore, the Chair seeks approval by consensus of the Executive Committee for any of these appointments. If the Chair and the Executive Committee cannot reach consensus, the Chair will move that the Committee vote on a formal recommendation for or against the appointment. A simple majority of positive votes will constitute a formal recommendation and a simple majority of negative votes a negative recommendation. The Executive Committee’s recommendation will be advisory.

G. The Administrative, Fiscal, and Human Resources Manager

The Administrative, Fiscal, and Human Resources Manager of the Department is appointed by the Chair in consultation with other faculty and staff. Although the duties and responsibilities, which are assigned by the Chair, vary with circumstances, the Administrative, Fiscal, and Human Resources Manager serves as the fiscal, human resources, and academic services manager for the Department; oversees all service and support functions of the Department; manages all budgets for the Department; maintains fiscal and human resources records; recruits, hires, trains, supervises, assigns workload, and evaluates all Department staff; analyzes and prepares reports on enrollment statistics for budget proposals; and serves as the Department website content owner.

H. Other Support Staff

In addition to the Administrative Associate to the Chair, the Department staff includes other Administrative and Professional employees hired to assist the faculty directors of the writing programs and the Digital Media project. These include: under Department Business Support, the Human Resources Associate/Chair’s Assistant and the Fiscal Associate. Under Department Academic Support, the Curriculum & Assessment Associate Director, the Digital Media Project (DMP) Manager, the DMP Support Specialist, the First-Year Writing Program Director, the MA/PhD Graduate Studies Coordinator, the Creative Writing Graduate Studies Coordinator, the Undergraduate Studies Program Manager, the Professional Writing Minor Coordinator, the Undergraduate Advisors, the RCL Program Coordinator, and Front Office Operations. A&P employees assist the following people or programs and share other duties as assigned by the Chair: the Chair; the Vice Chair; the Vice Chair for Rhetoric, Composition, and Literacy; the Director of Creative Writing; the Director of Undergraduate Studies; the Director of Graduate Studies; the Chair of the Promotion and Tenure Committee; and the Director of First-Year Writing.

V. COMMITTEE ORGANIZATION

The formally organized bodies and standing committees within the Department of English are established by the Chair in consultation with the Executive Committee. Their composition changes from time to time to respond to the changing needs of the College and the University. In practice much of their business relates only to the Columbus campus, so their membership is mainly drawn from the faculty, staff, and students there. The Undergraduate Studies Committee has permanent representation from the regional campuses, as determined by their faculty. It is the responsibility of the chairs of other committees to consult with, and if necessary ensure the representation of, regional faculty members on business that affects them. The department chair is an ex-officio member of all department committees, non-voting on the Committee of the Eligible Faculty and the Promotions and Tenure Committee. The make-up and functions of these bodies is as follows:

The **English Department Council** (EDC) collaborates with the Chair to frame all Department policies. It comprises all members of the Department holding tenure-track appointments, all members of the Department's Administrative & Professional (A&P) staff, six Senior Lecturers or Lecturers (the two representatives from the Executive Committee, the two from the Undergraduate Studies Committee and two at large), and six students (four graduate students—two EGO officers and two graduate students at large--and two undergraduates). The functions of the Council are (1) to discuss and decide all questions of Department policy and administration which the Chair may present to the EDC, in consultation with the Executive Committee; and (2) to bring up new business. The Chair will announce the schedule of EDC meetings at the beginning of each academic year and update the schedule at the beginning of each semester. The Chair will send an electronic agenda a week prior to the meeting. A quorum of 50% of the tenure-track on-duty faculty is necessary for all EDC decisions, which are made by a majority vote. All members of the EDC are entitled to a vote, except in the case of decisions related to Appointments, Promotion, and Tenure, which are made by the eligible faculty and require a quorum of two-thirds in order for a vote to be valid.

The **Associate and Full Professors** (The Senior Faculty: Full Professors and tenured Associate Professors) are responsible for questions of promotion and tenure for members of the ranks below theirs (i.e., Full Professors and Associate Professors decide on Assistant Professors; Full Professors decide on Associate Professors; and Full Professors decide on Full Professors). All promotion and tenure decisions take the form of recommendations to the Chair, who in turn recommends to the Executive Dean of the College. For details on decisions in regard to promotion and tenure, see the Appointments, Promotion, & Tenure document.

The Associate and Full Professors, through the Committee on Merit Salary Increases, also make recommendations to the Chair for merit salary increases. The Department's Appointments, Promotion, & Tenure document, "Faculty Appointments, Promotion, and Tenure: Criteria and Procedures," outlines these procedures.

The **Executive Committee** (EC) comprises the Chair, the Vice Chair, and eleven elected members from the Columbus campus, two from each of the three tenure-track

ranks, two from the rank of Senior Lecturer or Lecturer, a staff representative, a graduate student, and an undergraduate. The professorial members are elected to two-year terms, three members each year, by vote of the entire professoriate, from a slate of candidates consisting of those members of the faculty who will be available for service during the period involved. To be available for service a faculty member must be on duty at least one of the two semesters in which the committee regularly meets and must not already be serving as Vice Chair or Vice Chair for Rhetoric, Composition and Literacy, or one of the three Director positions (Graduate Studies, Undergraduate Studies, and Creative Writing). A nominating ballot precedes each election, and the two persons in each rank with the most nominating votes then stand for election. The person with the most votes in each rank is elected to a two-year term on the committee: the runner-up serves a one-year term as the alternate for the two members in his or her rank. In the event of a tie, a run-off election will be held. The alternate will serve in the place of the member, if the member is either incapacitated or temporarily relieved from service commitments—as, for example, during an off-duty semester. The remaining members are elected to one-year terms: the staff representative by vote of the members of the A&P staff; the representatives from the senior lecturers or lecturers by vote of the members of that rank; the graduate and undergraduate members by machinery devised by their formal governing bodies, the English Graduate Organization and the English Undergraduate Organization. Members of the Executive Committee may not be elected to another term until two years have passed unless they served as an alternate for one year or less in which case they are eligible for election after one year has passed. If a vacancy occurs that for some reason cannot be filled by the alternate, the Chair appoints a replacement from the appropriate rank to serve until the next regular election, with the exception that the two student members are again elected by their peers. The Department Chair is Chair of the Executive Committee, which meets at stated intervals during the regular academic year and also when summoned by the Chair for special sessions. In the Chair's absence, the Vice Chair presides.

The primary function of this committee is to advise and aid the Chair in conducting the business of the Department. Its activities include: helping to prepare the agenda for meetings of the English Department Council; coordinating the work of Departmental committees and serving each year as a committee on committees; advising the Chair upon the need for new personnel in the various Department areas and upon appointments to non-tenured positions in those areas; assisting with awards and nominations; ranking and reviewing FPL and SA applications (elected Associate and Full Professor members only); serving as the Committee on Merit Salary Increases (elected Associate and Full Professor members only); hearing grievances; approving and evaluating yearly workload agreements; and consulting with the Chair on all questions of Department policy and administration on which the Chair or the English Department Council requests advice or decision.

The **Undergraduate Studies Committee** (USC) is chaired by the Director of Undergraduate Studies (DUS) and typically consists of seven or more faculty members (including the Study Abroad Coordinator and at least one Regional Campus representative), two Senior Lecturers or Lecturers (selected by the Associated Faculty early in Autumn semester from a list of volunteers), one graduate student, and one

undergraduate student (with an alternate) chosen by the Department's affiliated student organizations. Members of the USC serve for one year, but can be re-appointed. The Undergraduate Studies Academic Program Manager and the Associate Director for Curriculum and Assessment are *ex officio* members of the Committee and support the Committee's work as appropriate. Its functions are to initiate, receive, and review curriculum and advising proposals that affect all undergraduate programs except those related to First-Year Writing; to make recommendations to the English Department Council on such matters; to implement approved policies; and to solicit, review, and select the winners of the Department's various Undergraduate Awards. The committee meets as often as necessary.

The **Graduate Studies Committee** (GSC) typically consists of the Director of Graduate Studies (DGS), 7 or more other faculty, and 3 graduate students selected by a process determined by the English Graduate Organization (EGO). Members of the GSC serve for one year, but can be reappointed. This committee is charged with developing and administering the programs and policies affecting MA and PhD students from the time of recruitment until graduation; it will, for example, propose any curricular changes or changes in requirements to the Graduate Faculty. (Curricular changes to the MFA program, proposed by the Director of Creative Writing, will be reviewed by the GSC before they are brought to the department as a whole.) It will also review programs of study and proposals for new courses and initiatives make decisions about internal fellowships and awards, oversee the Graduate Workshops, and assist with graduate placement. A member of the creative writing faculty will be assigned to this committee on an ad hoc basis when the need arises.

The DGS will coordinate the admissions and fellowship process for incoming MA/PhD students. The DGS will do the following: (1) ensure that all admissions files are distributed to all tenure-track faculty so that the faculty can evaluate prospective students; (2) solicit feedback from all tenure-track faculty concerning admissions offers and fellowship nominations; and (3) consult with area group conveners or other representatives from area groups to determine a final list of admission and fellowship offers. The Chair has ultimate authority over all admission and fellowship decisions, and will review and authorize offers of admission before they are sent to students. The Director of Creative Writing will coordinate the fellowship process similarly for incoming MFA students.

The **MFA Committee** is charged with the responsibility of carrying out the duties associated with the MFA program, including (but not limited to) admissions, recruitment, academic advising, and vetting and nominating students for internal and external grants and awards. The Director of Creative Writing may request that members of the MFA Committee serve on ad hoc committees related to other programmatic concerns. The Committee consists of all MFA faculty, with two graduate students selected by the Writers' Guild, the MFA Program's graduate student organization, participating in Committee activities as appropriate.

The **Committee on Promotion and Tenure** (P&T) consists of faculty chosen from the ranks of Full Professor and Associate Professor. Its primary duty is to gather relevant information on Associate Professors being considered for promotion and for Assistant Professors being considered for tenure and promotion to Associate Professor,

in order to aid the eligible faculty in making decisions concerning tenure and promotion. One member of the Committee is selected as the Procedures Oversight Designee (POD) for Assistant Professors; another member is selected as the POD for senior faculty. Both positions are dedicated to seeing that the Department fairly and appropriately carries out its own procedures and those of the College and OAA. The Chair of the P&T Committee oversees the Committee, ensures the proper execution of the Department's P&T policies and procedures, and participates with the Chair of the Department in coordinating and conducting annual reviews of Assistant Professors, Associate Professors, and Full Professors. The senior POD organizes the annual reviews of Associate Professors.

The P&T Committee also makes recommendations regarding P&T policies and procedures in order to advise the Chair of the Department, who is responsible for updating the Department's Appointments, Promotion, & Tenure document. In addition, the P&T Committee serves in other capacities as required by Department, OAA, and College guidelines, such as making recommendations to the Chair regarding requests from untenured faculty for unpaid leaves of absence or exclusions of time from the tenure clock. All Associate and Full Professors in the Department serve at the request of the Chair of P&T for particular duties related to promotion and tenure, including but not limited to: serving as a scribe for the appropriate promotion meeting, recruiting external reviewers, and summarizing discursive teaching evaluations. Members of the P&T Committee serve for one year, but can be re-appointed

The **New Personnel Committee** is convened separately for each hiring opportunity at the tenure-track level each year. Each year that the Department is given an opportunity to hire new faculty through the regular search process, the Chair, in consultation with the Executive Committee, assigns at least three members from the professoriate to be a New Personnel Committee for each faculty search. (For the hiring of Visiting Professors and Senior Lecturers, see the Department's Appointments, Promotion, & Tenure document.)

The **Awards and Nominations Committee** consists of members of the Executive Committee, who help the Chair in generating names and writing statements of nomination for awards at the national, University, and College levels.

The **Communications and Development Committee** is responsible for the Department's Annual Newsletter, and events that nurture overall relationships with alumni, including activities related to the Alumni Advisory Committee. The Chair of the Communications and Development Committee communicates regularly with representatives in the College's Advancement Office. Members of this committee serve for one year, but can be re-appointed.

The **Diversity and Inclusion Committee** is charged with promoting the values of diversity and equal opportunity for the students, faculty, and staff in the Department. The Committee works to assess the initiatives, policies, and culture of the Department to ensure an equitable environment for working, learning, and teaching. The Committee also affirms diversity in thought and expression for the members of the Department. The Committee typically consists of four tenure-track faculty and two graduate students elected by the English Graduate Organization (EGO). It also includes one Associated Faculty liaison and one staff liaison (a liaison can volunteer for committee work but is

not required to; the liaison's main function will be to serve as a go-between between his/her constituency and the committee; a liaison will also have full voting rights on the committee). The Associated Faculty and staff liaisons will be selected by each constituency from a list of volunteers from that group before the first meeting of the Diversity and Inclusion committee takes place. Members of the Committee, including liaisons, serve for one year, but can be re-appointed. The Chair of the Diversity Committee is the Vice Chair, who advocates for enhancing diversity in hiring processes and also functions, in collaboration with the Chair, as the Department's chief resource person for those with concerns or grievances about discrimination or harassment based on race, class, gender, gender identity, sexual orientation, ethnicity, national origin, ability, religious belief, or veteran status.

The **Lectures and Events Committee** (LEC) will set the agenda for—and, when relevant, identify collaborators of—the annual lecture series of the department: (1) the Research and Creative Works Series, which includes presentations, workshops, etc. on new research or creative work produced by departmental members as well as on new trends in English studies generally or in relation to specific fields or topics; (2) the Pedagogy Series, which includes presentations, workshops, etc. on relevant pedagogical matters such as “how to teach X,” dealing with challenging issues in the classroom, etc; (3) and the Professional Life series, which includes presentations, workshops, etc. on issues related to the profession and our working lives within it. In consultation with the Chair, the Lectures and Events committee will also make decisions about co-sponsorship requests from other departments, units, and individuals; and coordinate with other major lectures (Kane, Corbett, graduate workshops) in the Department to avoid conflicts. The Committee will consist of four tenure-track faculty members, one Associated faculty member, one staff member, one graduate student, and one undergraduate. The Associated Faculty and staff representatives will be liaisons, as described above under “Diversity and Inclusion Committee,” and will be selected by each constituency from a list of volunteers from that group before the first meeting of the committee. All members of the Committee, including liaisons, will serve for one year, but can be re-appointed.

The functions of the **Library Liaison** are to consult with the Department about the expenditure of all funds available for library purchases relevant to the collections in English, and, more generally, to consult and negotiate with the officials of the University Libraries and other administrative officers with respect to the interests and needs of the Department. The Library Liaison is an employee of OSU Libraries.

The **Regional Campus Issues Committee** (RCIC) attends to issues of special concern to regional faculty. The chair of the Committee will be the Chair and/or Vice Chair of the Department, and its membership will include one faculty member from each of the regional campuses (this person will generally be the campus coordinator, but another faculty member can be chosen to serve in the coordinator's place). Typically, the Committee will meet at least once a semester. If the Chair does not serve on the Regional Campus Issues Committee, the Vice Chair will report regularly to the Chair about the committee's work. Like other committees, the RCIC may bring items to the Executive Committee or to the English Department Council.

The **English Graduate Organization** (EGO) is an association open to anyone

pursuing a graduate degree in English. It provides the mechanism whereby graduate student needs and opinions can be expressed. It has a four-person Steering Committee with one designated representative serving concurrently on the Executive Committee. It arranges for the selection of the following graduate student representatives via annual elections: 3 to the Departmental Graduate Studies Committee, 1 to the Departmental Diversity and Inclusion Committee, 1 to the Lectures and Events Committee, and 1 to the Undergraduate Studies Committee. Its activities include arranging the Graduate Student Colloquia (2 per academic year) and other professional development and social events. EGO is also responsible for selecting the Graduate Teacher of the Year.

Undergraduate Student Organizations. The Department of English hosts and supports a variety of student organizations, including the English Undergraduate Organization (EUGO) and Sigma Tau Delta. These organizations are student-run and must adhere to the Student Organization Guidelines outlined by the Office of Student Life in the Ohio Union. EUGO in consultation with Sigma Tau Delta will select undergraduate representatives for the Executive Committee, the EDC, the Lectures and Events Committee, and the Undergraduate Studies Committee.

Chair's Undergraduate Student Advisory Committee. The function of this group is to meet with the chair on a regular basis to discuss issues related to the program and to offer suggestions for the future. It will consist of 8-10 English majors chosen by the chair in consultation with the undergraduate English advisers.

VI. FACULTY DUTIES AND RESPONSIBILITIES

A. Tenure-Track Faculty

1. Distribution of Duties and Responsibilities

Faculty of the College of Arts and Sciences are expected to contribute in all areas of the university's mission via teaching, research, 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. During on-duty semesters, faculty members are expected to be available to interact with students and carry out service responsibilities, even though they may have no formal teaching obligations. On-duty faculty members who are off campus for extended periods of time must be on an approved Special Assignment leave or other approved leave. 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; and external consulting) must disclose and discuss these with the chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy (<http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>).

The Department operates with the following understandings of "on-duty," "on leave," and "on-duty not-teaching":

On-Duty: Responsible for teaching and service and expected to maintain their research programs. Faculty who are on-duty are required to be available for service, for office hours, and for the other responsibilities of being on duty, including teaching regular courses. [Faculty Rule 3335-5-08](#) requires that absence from campus for more than ten consecutive business days during a semester be approved by Chair, Executive Dean, and Executive Vice President and Provost.

On Leave: Released from both teaching and service. Faculty who will be on leave for an extended period may decide not to take on any new graduate students immediately before that time; however, they should continue to read and comment on the work of the students whose committees they have already joined. Faculty on Leave of Absence (LOA), Faculty Professional Leave (FPL), and External Fellowship Subsidy (EFS) are considered to be released from teaching and service. Tenure-track Assistant Professors who are not teaching in a particular semester during their first four years due to the reduced teaching load offered by the College are considered to be on leave.

On-Duty Not-Teaching: Released from teaching only; responsible for service and holding office hours. Faculty on Special Assignment (SA) and Modification of Duties (MOD) are considered to be released from teaching only. A Special Assignment (SA) redistributes some of the regular duties of a faculty member for a period of up to one full semester so that he or she may concentrate on a unique research, service, or teaching endeavor or invest in a relatively brief professional development opportunity. An SA may be completed on campus or away from campus. However, faculty members on SAs are expected to make arrangements to participate in personnel meetings and to advise graduate students. Any faculty member with an On-Duty Not-Teaching semester who needs to be absent from campus or unavailable for service for more than ten consecutive business days during that assignment should write a letter to the Chair explaining the circumstances and the steps the faculty member will take to meet his or her responsibilities. The Chair will review the request and decide whether to support it and forward it to the Executive Dean and the Executive Vice President and Provost. If the leave is approved at all levels, the Chair will write a letter to the faculty member stipulating the agreement reached for that semester.

These guidelines do not constitute a contractual obligation. Fluctuations in demands and resources in the Department and the individual circumstances of faculty members may warrant temporary deviations from it.

2. Teaching

As the Departmental Mission Statement notes, we expect evidence of effective teaching at both the graduate and undergraduate levels as measured by student SEI and discursive evaluations and reports of peer visitors, who will also evaluate course materials such as syllabi and assignments. Effectiveness on the graduate level is also measured by the quality of one's work as an advisor on student committees.

Faculty Teaching Workload

In accordance with University guidelines for Departments with active baccalaureate, masters, and doctoral programs, the English Department devotes at least 50% of its total workload to teaching. The standard teaching assignment for full-time tenure-track faculty is 4 courses over 2 semesters, though teaching also includes working with students outside the setting of formal courses. In consultation with the Executive Dean, the Chair can make reductions of the standard four-course workload for administrative positions within the Department; e.g., faculty serving as Vice Chair or Directors of programs. The remaining workload time should be devoted to research/creative activity, service, and other professional responsibilities that further the goals of the Department and the University.

It remains the responsibility of the Chair and the Executive Committee to ensure that teaching and service assignments are balanced equitably among the members of the Department.

Assistant Professors receive a one course reduction in the teaching load annually for the first four years. Assistant Professors are also eligible to apply for the SA (Special Assignment) leave in their fifth and sixth year.

3. Scholarship

In research, we require evidence of a faculty member's ability to make significant, high-quality contributions to important conversations in his or her field; this evidence can take various forms. Scholarship in English typically takes the form of a published book or a sustained, original scholarly project in another form appropriate to the field, as well as essays in major refereed journals or edited volumes, conference papers at national meetings of scholarly organizations, the editing of book series and major journals, book reviews, and review essays. Many factors are taken into consideration to assure that faculty meet their obligations in the area of scholarship. This determination is made according to the criteria of quality and consistency through the process of Annual Review. (See the Department's Appointments, Promotion, & Tenure document for more information.)

4. Service

In service, we recognize a variety of valuable contributions: service within the Department, the College, the University, the larger profession of English Studies, and the community—local, state, national, or international. All faculty officially are “on-duty” for two semesters a year, including the May session. All on-duty Columbus campus faculty members are expected to attend regular meetings of the EDC as part of their service obligation. Service assignments are made by the Chair, in consultation with the faculty members of the Executive Committee, according to a point system that allows for an equitable distribution of service duties across the TIU.

B. Associated Faculty

1. Duties and Responsibilities

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 professorial titles and appointments <50% FTE will have reduced expectations based on their appointment level.

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

In accord with [Faculty Rule 3335-5-19](#), Lecturers' and Senior Lecturers' responsibilities are limited to teaching as defined in Faculty Rule 3335-6-02. According to the [Lecturer Pay Rates and Workload Guidelines](#), the standard teaching assignment for 100% FTE Lecturers is eight courses per academic year. Departmental appointments of Senior Lecturers also may include a portion of FTE allocated for professional development.

C. Parental Modification of Duties

The College of Arts and Sciences Guidelines on Modification of Duties (MOD) under the University's Parental and Family Leave Policies is located on the College website: <https://intranet.asc.ohio-state.edu/policies> (Appendix B), Consult the Departmental HR Officer about procedures.

VII. LEAVES

A. Paid Leaves

For a summary of research opportunities within the Division of Arts & Humanities, including External Fellowship Subsidies (EFS) and Faculty Professional Leaves (FPL), , consult the Arts & Humanities [Support of Faculty Research website](#), <http://artsandsciences.osu.edu/faculty>.

Probationary Faculty: National fellowship competitions can also provide leaves through the application for an External Fellowship Subsidy (EFS) from the College. An EFS does not stop the tenure clock, and counts as a year of service towards the FPL.

Tenured Faculty: Leaves for Associate and Full Professors are provided by the FPL and by winning national fellowship competitions, which allows for the application for an External Fellowship Subsidy (EFS) from the College. Tenured faculty on the Executive Committee will review FPL applications and send a ranked list to the College for final determination of their awarding. The FPL and EFS are leaves requiring no teaching or service obligation. Most reductions in teaching result in ODNT semesters. For more information governing FPLs, consult [OAA's Policy on Faculty Professional](#)

[Leaves](#). It should be noted that while OAA policy allows FPLs and Special Assignments (SA's) to be taken consecutively, the college of Arts and Sciences evaluates these on a case by case basis and in general does not fund FPLs and SAs in the same academic year.

B. Unpaid Leaves of Absence

An unpaid leave of absence (LOA) may be requested by faculty for personal or professional reasons. Personal reasons may include family difficulties or other matters that prevent a faculty member from carrying out duties for a relatively short period of time or illness that continues after a faculty member has used up paid sick leave. Paid sick leave should always be used before a leave of absence is granted for illness. In the event that the illness turns out to be long-term and disability retirement becomes necessary, STRS will not consider disability retirement until paid sick leave has been exhausted.

Professional reasons include the opportunity to take a temporary paid position outside the University that will enhance professional development and increase the faculty member's value to the academic unit on his or her return. (See also "Entrepreneurial Leave of Absence" in the OAA Handbook.) A copy of the letter of offer to the faculty member setting forth the terms and goals of the temporary appointment must be attached to the faculty member's request for approval.

Leaves of absence are not granted to untenured faculty in their terminal year of employment or to faculty who have accepted new permanent employment.

A leave of absence is granted for no more than one year at a time and may not exceed two consecutive years.

An unpaid leave of absence does not automatically stop the tenure clock for a probationary faculty member.

For Columbus campus faculty, the leave must be requested in writing and it must be approved in writing by the Chair, the Executive Dean, the Office of Academic Affairs, and the Board of Trustees. For regional campus faculty, the leave must be requested in writing and approved by the regional campus Dean, the Office of Academic Affairs, and the Board of Trustees.

For additional information about unpaid leaves of absence see the OAA Handbook.

VIII. COURSE SCHEDULING

The Course Scheduler oversees the scheduling of courses. The final authority for establishing the teaching schedule rests with the Chair, and the main criteria for setting the schedule are the needs of our undergraduate and graduate programs and of our students, including students from other Departments who want to take our courses. Every fall, faculty convene by area and recommend a schedule to the Directors of Graduate and Undergraduate Studies. Each faculty member responds to a questionnaire about teaching preferences at different levels of the curriculum. On the basis of this information, the Graduate Director develops a schedule of graduate offerings and the Undergraduate Director a schedule of undergraduate offerings. This

schedule is subject to the Course Scheduler's and Chair's reviews. Once the general schedule is set, the Course Scheduler will monitor any adjustments that need to be made, and in consultation with the Chair, make decisions about whether a course needs to be cancelled for lack of enrollment.

IX. ALLOCATION OF DEPARTMENT RESOURCES

With respect to resources that can be equitably distributed such as copying privileges, support for travel to conferences, and the like, the Department operates by the equal opportunity principle. That is, every member of the tenure track faculty has the same opportunity to use these resources as every other. With respect to resources where equitable distribution is not possible—e.g., office space and Special Assignments—other criteria become more relevant. With respect to office space, seniority is an important but not the sole criterion. As space becomes more limited, the Chair, in consultation with the Executive Committee, will make whatever decisions are necessary. Faculty and staff do not own their offices and any one of a number of circumstances may be cause for relocation. With respect to Special Assignments, the quality of the proposal and the faculty member's past record are important but not the only criteria. In deciding such allocations, the Chair (or the Chair's designee) needs to be able to have the flexibility to deal with special cases while also keeping the dominant principle of fairness in mind.

The Chair will allocate resources to Associated faculty and to graduate students as part of the management of the Department budget within any given year. Within those groups, the dominant criterion for most decisions—copying privileges, travel support, and similar matters—should be equal opportunity.

X. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING

The salary of tenure-track, full-time faculty and staff is intended as full compensation for job activities performed for the University. However, faculty and staff may be requested to render service for other units of the University and/or to perform duties that are substantially outside the scope or reasonable potential scope of the individual's position. In such instances, the individual may be eligible to receive supplemental compensation if release time is not a feasible option. Performance of work outside the individual's home unit is subject to the approval of the home unit.

A. Guidelines for Supplemental Compensation for Internal Work

Information on faculty supplemental compensation is presented in the [OAA Policy on Faculty Compensation](#).

Before any services begin, all supplemental compensation arrangements must have prior approval. The University has no obligation to pay supplemental compensation for services that are not preapproved.

Supplemental compensation is generally not provided for services within the individual's home Department(s).

Supplemental compensation should not conflict with or reduce effectiveness of

the individual's performance of primary job responsibilities.

Supplemental compensation is intended for short-term arrangements, not as an ongoing compensation strategy. For ongoing situations, the Department will consider longer-term options, such as release time, using staff within the unit who may have the requisite skills, training available staff members to gain the requisite skills, or incorporating the work in the individual's position description. If ongoing, supplemental compensation arrangements should be reviewed at least annually.

Supplemental compensation payments should not exceed 20 percent of regular salary over the Annual Merit Compensation Process (AMCP) year. Supplemental compensation applies to situations other than a temporary promotion or arrangements outside an individual's established compensation plan. Some individuals may have a compensation plan that includes a base salary plus variable cash compensation for incentive achievements or specially compensated functions. These guidelines do not apply to these situations.

Approvals

- A. All faculty supplemental compensation arrangements over 20% over base salary and exceptions to policy guidelines must be approved by the Executive Dean.
- B. For staff, home employing units should consult with the Office of Human Resources when exceeding 20 percent payment over the AMCP year and/or when providing supplemental compensation within a home Department(s). <http://hr.osu.edu/public/documents/policy/policy335.pdf>. The Executive Dean's approval is also required.
- C. The Office of Sponsored Programs (OSP) must approve all supplemental compensation to be paid from OSP projects.

B. Guidelines for Compensation for Work Outside the University

Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#).

Full-time University faculty and staff members are expected to devote their professional activities primarily to functions of the University. They may, however, engage in professional extramural activities outside their regular working hours provided that such activities do not detract from the performance of their duties and responsibilities to the University and/or create conflict of interest with their assigned University responsibilities. Extramural activities mean work for any non-University entity, whether or not performed on the University campus. Authorization also may be granted to staff members to perform work outside the University during regular working hours (e.g., consulting or other outside employment). Any such time will be charged to accrued but unused vacation and/or leave without pay.

C. Conflict of Interest

Information on faculty financial conflicts of interest is presented in the university's Policy on [Faculty Financial Conflict of Interest](#).

Staff engaging in external work must avoid the use of information or procedures that may involve a conflict of interest with assigned University responsibilities, particularly as related to an area of ongoing research, including sponsored programs with specific contractual restrictions. Failure to adequately perform University responsibilities due to involvement in external work is considered neglect of duty and may result in termination, regardless of whether the activity is approved. The staff member's signing of a patent or copyright from work conducted in University facilities with the outside company or agency may result in a conflict of interest. Please refer to the University patent policy for specific standards and requirements. See also [Policy 1.30, Conflict of Interest](#).

D. Policy Restrictions

1. Use of University Name

Staff members engaging in external work for compensation shall not use the name of The Ohio State University, its units, or any other University trademark, service mark, or trade name in such a manner as to suggest institutional endorsement or support of a non-University enterprise product or service. Neither business cards bearing the University name, address, and campus telephone numbers nor University stationery is to be used in such a manner as to suggest institutional endorsement or support of a non-University enterprise, product, or service.

2. Use of University Staff

Staff members engaging in external work must not utilize other University employees during designated work time, unless authorized by a formal conflict of interest management agreement.

3. Use of Facilities

University space, supplies, computer resources, and equipment cannot be used for external work unless permission is obtained prior to their use and appropriate fees are paid to the University for the use of such facilities.

4. Use of University Intellectual Property

University intellectual property must not be used for external work purposes except as approved by the University prior to its use.

5. Activities Requiring Prior Approval

Examples of externally compensated activities occurring during the regular working hours for which staff members should use accrued vacation and/or leave without pay are compensated services (faculty can generally consider work-related activity as "University Business Leave"):

1. To a corporation, business, or industry as an individual officer, director, owner, agent, consultant, or staff member;
2. To a school system, educational institution, or governmental agency as a

- scheduled lecturer, consultant, or part-time staff member;
3. To a private foundation or professional or trade association as a consultant, officer, director, or part-time staff member;
 4. As a voluntary expert witness in any civil or criminal case;
 5. For private lessons or tutoring;
 6. As an editor or reviewer for professional journals;
 7. For symphonies, choruses, and theatrical activities.

6. Exclusion

Serving on accreditation teams, University-sponsored volunteer work, and/or activities that serve to enhance the University, and for which no compensation (excluding travel and meal allowances) is involved, are not subject to the above restrictions.

7. Reporting Procedures

Staff who wish to pursue external work for compensation during regular working hours must have the prior approval of the appropriate College/Departmental official.

XI. GRIEVANCE PROCEDURES

The Department follows [University Rule 3335-5-04](#) regarding procedures for complaints against tenure-track and associated faculty members. For procedures regarding appeals of promotion and tenure cases see the Department's Appointments, Promotion, & Tenure document.

A. Faculty Misconduct

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

B. Faculty Salary Appeals

Faculty may appeal their salaries to the College's Appeals and Complaints Committee. Appendix C of the College of Arts and Sciences Pattern of Administration describes the procedures for such appeals.

C. Sexual Harassment

The University's policy and procedures related to sexual harassment are set forth in [OHR Policy 1.15](#).

D. Discrimination Complaints

The University's policy and procedures related to discrimination complaints are set forth in [OHR Policy 1.10](#).

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 or designee will first ascertain whether the students require confidentiality or not. If confidentiality is not required, the Chair or designee 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 or designee 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. The Chair of the Diversity and Inclusion Committee is the Vice Chair, who also functions, in collaboration with the Chair, as the Department's chief resource person for those with concerns or complaints about discrimination or harassment based on race, class, gender, gender identity, sexual orientation, ethnicity, national origin, ability, religious belief, or veteran status.

F. Student and Academic Misconduct

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](#). The Code of Student Conduct is [Faculty Rule 3335-23](#).

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