Pattern of Administration  
Department of Art  
Revised: Spring 2013

Table of Contents

I. Introduction ........................................................................................................................................3
II. Department Mission and Description ..........................................................................................3
III. Faculty ...........................................................................................................................................3
    A. Graduate Faculty .........................................................................................................................4
IV. Overview of Departmental Administration and Decision Making ............................................4
V. Department Administration ............................................................................................................4
    A. Chair ............................................................................................................................................4
    B. Executive Committee ...................................................................................................................6
    C. Chair of Graduate Studies ..........................................................................................................7
    D. Chair of Undergraduate Studies .................................................................................................8
    E. Foundations Director ..................................................................................................................9
    F. Area Coordinators .......................................................................................................................9
    G. Committees ..................................................................................................................................9
       i. Standing Committees ..............................................................................................................10
       ii. Curriculum Committee .........................................................................................................10
       iii. Graduate Studies Committee ...............................................................................................11
       iv. Promotion and Tenure Committee .........................................................................................11
       v. Honors Program Committee .................................................................................................11
       vi. Technology Advisory Committee ......................................................................................12
       vii. Student Scholarship and Awards Committee .....................................................................12
       viii. Peer Evaluation of Teaching Committee ..........................................................................12
       ix. Academic Standards Committee .........................................................................................13
       x. Faculty/Staff Awards Committee ..........................................................................................13
      xi. Ad Hoc Committees ................................................................................................................14
      xii. Representatives: Department, College, and University ......................................................14
      xiii. Faculty Search Committee ....................................................................................................14

Approved by the Office of Academic Affairs, 07/24/13
Pattern of Administration, Department of Art

VI. Faculty Meetings ...............................................................................................................15

VII. Distribution of Faculty Duties and Responsibilities ..........................................................15
  A. Teaching Load Guidelines ..............................................................................................16
  B. Course Offerings and Teaching Schedules ......................................................................17
  C. Special Assignments .......................................................................................................17
  D. Summer Teaching .........................................................................................................18
  E. Student Evaluation of Teaching .....................................................................................18

VII. Allocation of Department Resources ................................................................................18
  A. Travel Support ...............................................................................................................19

IX. Leaves and Absences .......................................................................................................19
  A. Discretionary Absence .................................................................................................19
  B. Absence for Medical Reasons .....................................................................................19
  C. Unpaid Leaves of Absence ............................................................................................19
  D. Faculty Professional Leave ..........................................................................................20

X. Supplemental Compensation and Paid External Consulting Activity ..................................21

XI. Financial Conflicts of Interest .........................................................................................21

XII. Grievance Procedures ....................................................................................................21
  A. Salary Grievances .........................................................................................................22
  B. Faculty Misconduct ......................................................................................................22
  C. Faculty Promotion and Tenure Appeals ........................................................................22
  D. Sexual Harassment ......................................................................................................22
  E. Student Complaints ......................................................................................................22

XIII. Organization of Department Services ............................................................................23
  A. Administrative Office ....................................................................................................23
  B. Graduate Studies Office ...............................................................................................23
  C. Advising Support Staff .................................................................................................24
  D. Office Secretary .............................................................................................................25
I. Introduction

This document provides a brief description of the Department of Art as well as a description of its policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the University to which the department and its faculty are subject. The latter rules, policies, and procedures, and changes in them, take precedence over statements in this document.

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

II. Department Mission and Description

The mission of the Department of Art is to champion the value of the visual arts in the cultural and intellectual life of the University and contemporary society. By training the eye, hand, and mind in traditional and new media and forms, we nurture creative expression and instill appreciation of the central importance of the arts to dynamic, innovative lives.

We teach undergraduate and graduate students to develop as autonomous artists through seven professional courses of study: Art and Technology, Ceramics, Glass, Painting and Drawing, Photography, Printmaking, and Sculpture. In addition to training our undergraduate majors and graduate students, we offer genuine studio experiences for students throughout The Ohio State University. We have a strong commitment to continuing education and equal access.

Department of Art faculty are highly qualified, professional fine artists. In concert with the mission of The Ohio State University, they are fully committed to excellence in teaching, research, and service. Our faculty make significant contributions to the cultural life of the university, city, state, nation, and world through research that results in creative activities, exhibitions, public lectures, and other professional activities.

Artistic expression has traditionally held a place in the vanguard of human innovation. We believe that we have a strong responsibility to see that art at The Ohio State University advances the examination and development of humanizing concepts and to inspire and enable people to lead creative and intellectually flexible lives. Established on a foundation of comprehensive artistic visualization, the department strives to be at the forefront of developments in contemporary aesthetic thought and practice.

III. Faculty

Faculty Rule 3335-5-19 (http://trustees.osu.edu/rules/university-rules/rules5/ru5-19.html) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department include tenure-track faculty with compensated FTEs of at least 50 percent in the department. Associated faculty, emeritus faculty, and tenure-track faculty joint appointees with
FTEs below 50 percent in this department may be invited to participate in discussions on non-
personnel matters, but may not participate in personnel matters, including promotion and tenure
reviews, and may not vote on any matter.

Detailed information about the appointment criteria and procedures for the various types of
faculty appointments made in this department is provided in the Appointments, Promotion and
Tenure document.

A. Graduate Faculty

The Graduate School issues rules about eligibility for the various levels of graduate faculty and
the tasks that may be undertaken by persons at those levels. The Department of Art adheres to
those rules, which are available from the graduate school website.

Persons with the tenure-track faculty ranks of professor, associate professor, and assistant
professor are eligible to be appointed as Category M and P graduate faculty. To obtain this
status, a review by the Graduate Studies Committee must be completed and a request by the
Chair of Graduate Studies, at the request of the Graduate Faculty, is forwarded to the Graduate
School for final approval. Lecturers, visiting artists, and one-year replacement faculty can teach
7000- and 8000-level courses (except 7999) and serve as a guest on review/thesis committees
with approval of the Graduate School.

IV. Overview of Departmental Administration and Decision Making

Policy and program decisions are made in a number of ways: by the department faculty as a
whole, by standing or special committees of the department, or by the chair. The nature and
importance of any individual matter determines how it is addressed. Department governance
proceeds on the general principle that the more important the matter to be decided, the more
inclusive participation in decision making needs to be. Open discussions, both formal and
informal, constitute the primary means of reaching decisions of central importance.

Policy and matters of the most general importance are to be dealt with first in one of the standing
committees and then in a full departmental meeting. Matters of less importance or of a more
specific nature may be decided by the committees themselves or by the chair. Any such matters
and related decisions can be brought up for review in the full departmental meetings; they can be
placed on the agenda by the chair; a committee, or interested members of the faculty.

V. Department Administration

A. Chair

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35
(http://trustees.osu.edu/rules/university-rules/rules3/ru3-35.html). This rule requires the chair to
develop, in consultation with the faculty, a Pattern of Administration with specified minimum
content. The rule, along with Faculty Rule 3335-6 (http://trustees.osu.edu/rules/university-
rules/rules6/ru6-04.html), also requires the chair to prepare, in consultation with the faculty, a
document setting forth policies and procedures pertinent to promotion and tenure (the Appointments, Promotion and Tenure document; see http://oaa.osu.edu/policiesprocedureshandbook.html.)

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

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

- To plan with the members of the faculty and the dean of the college a progressive program to encourage research and educational investigations.

- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.

- To evaluate faculty members annually in accordance with University, College and Department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.

- To recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 (http://trustees.osu.edu/rules/university-rules/rules6/ru6-02.html) and this department’s Appointments, Promotion and Tenure document.

- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.

- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

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

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. Achievement of department academic goals is most successful with all faculty participation and discussion concerning matters of importance. The
chair should, whenever possible, 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.

B. Executive Committee

Given the size and scope of programs within the Department of Art, the main governing body will be an Executive Committee, the purpose of which is to provide an efficient source of advice and consultation to the chair on a broad array of matters. Effective use of this committee will allow for focused activity in the single-function standing committees.

This committee holds primary responsibilities and concerns for planning, implementing, and reporting on all major activities of the department that include, but are not limited to: academic programs, appointments, budgets, recruitment and retention, research, recognition, and community affairs. The Executive Committee will recommend to the faculty, through appropriate committee input and communication, specific actions and establishment of policy for their further deliberation and adoption. This committee considers all applications for Professional Leave (FPL) and Special Assignment (SA) semesters and makes final recommendations for all leaves for the chair’s consideration.

The executive committee for the Department of Art includes the chair of graduate studies, the chair of undergraduate studies, the Foundations Director, the coordinators from the area disciplines and the department chair, who chairs the committee. Members of this committee must be full-time faculty and serve by appointment. It is possible (and even likely) that a faculty member may hold multiple positions on the committee, i.e. Graduate Studies Chair and Area Coordinator. Therefore, the size of the Executive Committee may vary. Terms of these appointments can vary and are subject to annual review and reappointment. Each year, or when required by other circumstances, the chair will call for nominations from the faculty interested in serving in these positions.

C. Chair of Graduate Studies

The Chair of Graduate Studies acts as the academic officer for all matters related to the graduate program in the Department of Art. As such, the Chair of Graduate Studies chairs the Graduate Studies Committee and, working collaboratively, upholds the policies and procedures detailed in the Department and Graduate School Handbook. The chair of Graduate Studies is appointed by the department chair from the membership of the Graduate Studies Committee. The Graduate Studies chair serves for a maximum term of three years.

Responsibilities:

- To serve as the department’s representative to the Graduate School.
- To represent the department and on all college and university graduate councils and committees.
• To draft written reports and provide information when requested by the Graduate School or other university offices.
• To provide summary reports and presentations to the faculty, standing committees, the executive committee, and the chair, as appropriate.
• To provide leadership on developing strategies to continue the exceptional quality of our graduate programs by leading curricular reviews and revisions.
• To promote a culture of creative inquiry and research, forming a sense of community.
• To develop recruiting strategies to attract the highest caliber of applicants.
• To represent the department at national and international conferences.
• To mentor students and recent graduates as they enter their respective professions.
• To maintain an active network with alumni.

The Chair of Graduate Studies will call regular meetings of the Graduate Studies Committee to conduct the routine business of the program and develop initiatives and programmatic enhancements. Some of these activities are noted in a subsequent section: Graduate Studies Committee. The coordinator for Graduate Programs provides support for the Chair of Graduate Studies. The Coordinator for Graduate Programs provides full support for the Chair of Graduate Studies in the completion of the duties described above.

D. Chair of Undergraduate Studies

The Chair of Undergraduate Studies acts as the academic officer for all matters related to the undergraduate program in the Department of Art. As such, the Chair of Undergraduate Studies chairs the Curriculum Committee and, working collaboratively with the committee and the faculty, makes recommendations for curricular changes and enhancements.

Responsibilities include:

• To represent the department on all college and university councils and committees related to undergraduate studies.
• To serve as the primary contact with the ASC Advising Center, keeping the advisors apprised of all curricular changes. To facilitate this communication, regular meeting with the ASC Advising staff will be required.
• To act as Advising Coordinator for majors prior to portfolio review. In this capacity, the Undergraduate Chair will provide the conduit for information exchange between the students and their faculty advisor.
• To coordinate portfolio reviews for student admission to the BFA program. Once a students have successfully passed the review, their area faculty will handle the advising.
• To draft written reports and provide information when requested by the college Associate Dean or other university offices.
• To provide summary reports and presentations to the faculty, standing committees, the executive committee and the chair as appropriate.
• To provide leadership on developing strategies to improve the quality of education by leading curricular reviews and revisions.
Pattern of Administration, Department of Art

- Develop recruiting strategies to attract the highest caliber of applicants and promote diversity.
- To represent the department at national and international conferences.

The Chair of Undergraduate Studies will call regular meetings of the Curriculum Committee to develop initiatives and programmatic enhancements. Some of these activities are noted in a subsequent section: Curriculum Committee. The Advising Support Staff of the Department of Art serves as the support person for the Undergraduate Chair.

Given the duties and responsibilities of this position, the Chair of Undergraduate Studies may receive a reduction of one course in teaching load to compensate for the increase in service activities. This reduction must be approved by the Chair. It is also recommended that the Undergraduate Chair teach at least one section of the Art Senior Seminar as a means to evaluate program outcomes.

E. Foundations Director

Responsibilities include:

- Provide leadership for the studio foundation program and be actively involved with department administration, curriculum development, student advising, and coordination of all matters with faculty colleagues.
- Be responsible for all facets of managing and leading this program, from budget and facilities to curriculum development.
- Take primary responsibility for preparing GTAs for teaching. This often begins with the required Graduate Teaching Seminar. The director supervises these teachers and lecturers, including review of teaching evaluations.

Other related responsibilities:

- To coordinate annual exhibitions of foundation student work.
- To advise students in preparation for the portfolio review.
- To develop collaborative relationships with other faculty members who will assist the director in instruction, maintenance and development of the core program.
- To evaluate students in preparation for “credit by examination” (only in the most rare circumstance may a students receive “exam” credit for courses if they can demonstrate they have competence).

Given the duties and responsibilities of this position, the Foundations Director will receive a reduction in teaching to compensate for the increase in service activities. While teaching assignment will vary, the recommended course load is three classes, with one of these courses being the Graduate Teaching Seminar. This reduction must be approved by the Chair.

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F. Area Coordinators

This committee is comprised of a representative from each studio area of the program. Coordinators will be elected on an annual basis by the faculty of the curriculum area.

The primary responsibility of the area coordinator will be to organize and supervise day-to-day operations within the curriculum area, including, but not necessarily restricted to, the following, where applicable:

- To evaluate and plan area programming.
- To coordinate and supervise the academic program.
- To provide suggestions for the schedules of course offerings and recommend teaching assignments.
- To assist in evaluating performance of graduate teaching associates and lecturers.
- To offer recommendations for, or comments on, course assignments for Graduate Teaching Assistants (GTAs).
- To counsel students within the program, particularly on routine matters.
- To assist in coordinating projects undertaken by the technical studios staff.
- To supervise utilization and maintenance of space and equipment.
- To prepare requisitions and submit to chairperson for approval.
- To call such meetings of the area faculty as are necessary for the proper conduct of area business.

G. Committees

Much of the development and implementation of the department’s policies and programs is carried out by standing and ad hoc committees. The chair is an ex-officio member of all department committees and may vote as a member on all committees with the exception of the Promotion and Tenure Committee.

Faculty time is a limited commodity and is not to be consumed with administrative tasks that could reasonably be accomplished in other ways. The number of committees, their size, and their intensity of effort are reviewed and must remain consistent with the size of the department and handled with good judgment regarding faculty input on the various types of business to be conducted. Committees routinely meet at a minimum of once a term or as needed.

Committees are formed through a process of discussion, nomination, elections, and appointment. This is conducted in an open, transparent process that engages the entire faculty and focuses their energies to the tasks at hand. Nominations for all standing committees will take place in the spring semester with appointments made prior to the beginning of the autumn term, with the exception of the Promotion and Tenure Committee, who begin work on mandatory and non-mandatory reviews for promotion during the spring and summer terms. The chair will consider all nominations and elections for committee membership and then makes the final appointments. This is done in part to assure a fair distribution of service effort among faculty and in part to assure appropriate membership in terms of expertise, diversity, and other considerations. The
chair will inform faculty should nominations or elections for committees be adjusted/changed for the reasons stated above.

i. Standing Committees

The Department of Art has standing committees that focus on the following ongoing matters:

2. Graduate Studies and related matters.
3. Promotion and tenure reviews.
4. Operations of the studio areas within the department.
5. Honors programs.
6. Technology infrastructure.
7. Student Scholarship and Awards Committee
8. Peer Evaluation of Teaching
9. Academic Standards
10. Faculty/Staff Awards Committee

ii. Curriculum Committee

The Curriculum Committee consists of three faculty members nominated by the faculty and appointed by the chair. All terms are staggered and are for three years. The Undergraduate Chair serves as the chair of the Curriculum Committee and normally serves as the Department of Art representative to the College of Arts and Sciences Curriculum Committee.

It will be the primary responsibility of the committee to review and evaluate curricular proposals and modifications submitted to it and to recommend specific actions to the appropriate faculty (e.g., graduate curriculum matters will be referred to the graduate committee and faculty) for further deliberation and adoption. The committee may also initiate curricular proposals and modifications for consideration by the faculty.

iii. Graduate Studies Committee

The Department of Art graduate faculty will nominate candidates for service on the Graduate Studies Committee, and the chair will make final appointments. Two graduate student members of the committee will by elected by his or her peers. It is further stipulated that the graduate students must not be from the same area, and that one be a first-year and one a second-year student. All such nominations and elections will be held during the spring term prior to the coming academic year.

The Graduate Studies Committee is responsible for governance of the Graduate Program. This committee oversees the MFA program and the Department of Art Graduate Studies Office. It evaluates, recommends, and monitors admission standards and degree requirements. It manages the rules for graduate studies that emanate from the Graduate School, the department, and other units in the university concerned with graduate education. This committee is responsible for the
recruitment and admission of graduate students and for assisting in their placement. It evaluates and recommends applicants for university fellowships, for appointments as GTAs, and for other forms of financial assistance through the departmental budget. The committee is responsible for maintaining records of current and former students.

The Graduate Chair serves as the Chair of the Graduate Studies Committee.

iv. Promotion and Tenure Committee

The Promotion and Tenure Committee consists of five tenured faculty members (nominated by the tenure-track faculty and appointed by the chair), at least two of which must be professors, when available. Two faculty members are appointed for two-year terms and one faculty member will serve a one-year term each year; the remaining two members will be completing the second year of their two-year term from the previous year’s election. This committee stands as elected by the faculty unless a conflict occurs. The chair may identify such concerns or conflicts and present them to the faculty for discussion and action. The committee elects its own chair. The department chair is an ex-officio member.

The committee is charged with providing recommendations to the department chair regarding all matters of promotion and tenure.

The Department of Art’s Criteria and Procedures for Appointments, Reappointments, Promotion and Tenure, and Rewards exists as a separate document and describes in detail all practices regarding these issues and processes.

v. Honors Program Committee

The Honors Committee is comprised of three tenure-track faculty members who have demonstrated interest and abilities related to Honors Programs. The charge of this committee is to develop strategies for the department to meet university goals related to Honors Programs. These include proposing new course offerings to the Curriculum Committee, developing new initiatives that promote honors studies at the highest level, assessing the needs of the honors students, and making recommendations to the faculty and the chair. The committee will also assist faculty in their involvement with Honors Programs as instructors and advisors.

The Honors Program Committee will develop and maintain, with consultation with the Curriculum Committee and the faculty as a whole, a Department Handbook for the Honors Program. This handbook will detail the requirements of the Honors Program for our students and faculty and be available on the department website.

The chair of the Honors Program Committee represents the department on all college and university committees and councils related to Honors Programs and will report any pertinent information to the chair and the faculty.
vi. Technology Advisory Committee

The committee is comprised of three faculty members (with a recommendation of representation from the Art and Technology area), a member of the college IT staff, an elected graduate student, and an undergraduate student. The charge of the Technology Advisory Committee is to assist the chair in developing planning and strategies that will enable the department to keep pace with the demands of technology. This includes reviewing and being responsive to data collected through student surveys and seeking guidance from faculty and instructors as to the needs of the program. The committee also makes recommendations for the allocations of funds collected through student fees for technology. These include purchases of new equipment, software, new initiatives that can be supported by this funding, seeking opportunities for shared resources within the department and college, and establishing long-range goals for the integration of technology infrastructure into teaching creative practice.

This committee also assists the chair in drafting the required reporting of these expenditures.

vii. Student Scholarship and Awards Committee

This committee reviews and makes recommendations for honorific and financial awards for graduate and undergraduate students. These include, but are not limited to, university and college awards, foundations within the profession, and those created from special endowment funds or other resources within the discretion of the department. The committee may include area coordinators or their faculty designee and one graduate student (ineligible for an award) elected by his or her peers. The committee elects its own chair.

viii. Peer Evaluation of Teaching Committee

Annually the department chair appoints a Peer Review of Teaching Committee of a size judged sufficient to meet the volume of peer review activity expected that year, without overburdening any of the members. The term of service is typically two years in length, with a half of the committee rotating off each year to provide diversity in the review process. Reappointment is possible and an additional two-year term is possible. Reasonable efforts are made to distribute service among the tenured faculty from year to year in order to support and encourage attention to the quality of teaching in the department. Faculty of higher rank should conduct peer review.

The responsibilities of the Peer Review of Teaching Committee are as follows:

- to review the teaching of probationary tenure-track faculty at least once per term, twice per year, during the first three years of service, and at least once per year during the remainder of the probationary period, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned in the course of each probationary year.

- to review the teaching of tenured associate professors at least once every other year, and
once a year for the five consecutive years leading up to the consideration for promotion to professor. Teaching should be assessed at all the levels of instruction to which the faculty member is assigned over a three-year period.

- to review the teaching of tenured professors at least once every three years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned during the year of the review

- to review, at the department chair’s request, the teaching of any faculty member not currently scheduled for review. Such reviews are normally triggered by low or declining student evaluations or other evidence of the need to provide assistance in improving teaching.

- to review the teaching of a faculty member not currently scheduled for review, at that individual’s request, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The department chair is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the University Center for the Advancement of Teaching (www.ucat.osu.edu).

Reviews conducted at the request of the department chair or the faculty member focus on the specific aspects of instruction requested by the chair or faculty member.

Regularly scheduled peer teaching evaluations (the first three situations listed above) are comprehensive and include, in addition to classroom visitation, review of course syllabi, instructional materials, assignments, and exams. At the beginning of the term, the committee will request from the faculty member a list of dates on which visitation would be inappropriate because exams are being given, guest speakers are scheduled, etc.

ix. Academic Standards Committee

The Undergraduate Academic Standards Committee provides regular oversight of undergraduate students and their progress towards graduation. This committee is charged with identifying and addressing concerns of students in jeopardy, both academic and otherwise. This body will report to the department chair and faculty about the committee’s business. Committee Representation includes the Chair of Undergraduate Studies, the Director of Foundation Studies, a faculty member (nominated and appointed for a one year appointment cycle), and the Department Chair.

x. Faculty/Staff Awards Committee

The Faculty/Staff Awards Committee, composed of three members with three-year terms staggered as much as possible, has the following responsibilities: Proactive development and maintenance of a file on awards available locally, nationally, and internationally to both staff and faculty, and the criteria corresponding to these awards; identification of worthy recipients for these awards; participation in award ceremonies, and; maintenance of a record of past recipients.
and the nature of the award.

xi. Ad Hoc Committees

Functions that occur irregularly will be discussed in ad hoc committees. These include new initiatives, faculty concerns, accreditation and other investigative or advisory functions. Ad Hoc Committees are formed through a process of nominations and election at the request of the chair or at the request of the faculty.

xii. Representatives: Department, College, and University

The department has one representative on the Arts and Sciences Curriculum Committee. This is typically the Undergraduate Chair.

The department has one representative on the Arts and Science Senate. It is a three-year term and elected by the faculty.

The department has one representative on the Arts and Humanities Research and Faculty Development Committee, who is elected by the faculty.

The department has one representative on the Colleges of the Arts and the Humanities Curriculum Committee. It is a three-year term and is normally filled by the Undergraduate Chair, who also serves as chair of the Department Curriculum Committee.

The department chair appoints one faculty member to represent the department at each commencement. A rotational system is used.

xiii. Faculty Search Committee

The department chair appoints search committees for faculty positions. Tenure-track position search committees are comprised of five faculty members. Whenever possible three faculty members will possess the discipline expertise being sought in this search. The department chair appoints the committee chair. If fewer than three faculty members represent the discipline area in which a search is taking place, the department chair will appoint additional faculty members to bring the membership up to a minimum of three.

Further information on the duties and processes for the Search Committee are detailed in the department Appointment, Promotion and Tenure document.
VI. Faculty Meetings

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

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

For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty eligible to vote and currently on duty at all campuses.

Either the chair or one-third of all faculty 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 51 percent of all faculty eligible to vote unless otherwise stated in the APT document. Balloting will be conducted by mail or email when necessary to assure maximum participation in voting.

When a matter must be decided and a simple majority of all faculty 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.

VII. Distribution of Faculty Duties and Responsibilities

Members of the faculty 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
Faculty Professional Leave or other approved leave.

Policies and guidelines of the Office of Academic Affairs required may be found at http://oaa.osu.edu/handbook.html.

The chair is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that departmental workload is distributed equitably among faculty. While faculty are expected to exercise “self-determination” in conducting their research or other scholarly activity, the chair assigns teaching and, in most cases, departmental service.

In making these assignments the chair must balance the needs of the department with the preferences of the faculty member within the context of the department’s policy on faculty duties and responsibilities described below.

Many faculty members voluntarily take on a variety of professional activities that fall outside the department’s policy on faculty duties and responsibilities. These activities often benefit the department or university and, to the extent possible, should be taken into account in considering a faculty member’s total workload.

However, fairness to other faculty and the department’s need to meet its programmatic obligations may become issues when a faculty member seeks relief from departmental obligations in order to devote considerable time to personal professional interests that may not contribute to departmental goals. The chair may decline to approve such requests when approval is not judged to be in the best interests of the department.

Faculty rules (http://trustees.osu.edu/rules/university-rules/rules5/ru5-08.html) require that absence from campus for more than 10 consecutive business days during a term be approved by the chair, dean, and provost. The Office of Academic Affairs policies and guidelines are found at http://oaa.osu.edu/handbook.html.

A. Teaching Load Guidelines

All Department of Art tenure-track faculty will normally teach four courses during an academic year (two courses in each of the two semesters). Independent studies with graduate and/or undergraduate students are also a regular responsibility for all faculty each semester. Student advising is required of all tenure-track faculty. Teaching assignments on regional campuses are governed by those campuses’ guidelines on distribution of duties. Teaching loads may be adjusted for tenure-track faculty for a variety of reasons, including special service responsibilities, as determined appropriate by the chair.

This policy in no way will have an effect on the service role nor will it have an effect on merit raises, although those faculty who choose to teach additional courses per year will receive consideration for this increased teaching load in terms of merit raises.
B. Course Offerings and Teaching Schedules

Area coordinators in consultation with area faculty will establish a preliminary schedule. The Executive Committee and the administrative secretary will determine the total schedule, with final approval by the department chair. Leaves, personnel changes, enrollment projections, and other circumstances may necessitate revisions and adjustments of that schedule.

While every effort will be made to accommodate the individual preferences of faculty, the department’s first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability reasonable efforts must be 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.

Paramount consideration is given to fulfilling the needs of the department and maintaining equity in loads while meeting individual needs as much as possible. Time scheduling is a responsibility of the chair. However, conventional patterns for courses, the availability of appropriate space, limited resources and conflicts among offerings constitute real constraints. Within the degrees of freedom that remain, every effort is made to accommodate the desires of faculty members. The goal of the department is to offer a balanced and effective program.

A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17 (http://trustees.osu.edu/rules/university-rules/rules8/ru8-16-17.html) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent term.

The department course schedule will be consistent with information on offerings published in the University Bulletin. This is important not only for our students but also for those in other departments and schools who depend on this information in planning their degree requirements.

C. Special Assignments

http://oaa.osu.edu/handbook.html

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

Faculty members who desire an SA should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the SA is appropriate. Requests and SA proposals for a particular year are due on January 15th of the
preceding year. The Executive Committee evaluates applications, making recommendations to the department chair. From these recommendations and with consideration for the department's needs, the chair makes decisions regarding SAs. The chair will normally announce decisions regarding SAs for the next academic year no later than May 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

D. Summer Teaching

Requests for a potential summer appointment are made to the department chair early in spring semester. The chair will make assignments with attention to the need for a broad offering and in so much as funding will allow.

E. Student Evaluation of Teaching

As a minimum requirement, each instructor must provide the opportunity in each course for evaluative feedback.

The Department of Art’s Criteria and Procedures for Appointments, Reappointments, Promotion and Tenure, Rewards exist as a separate document and describe in much greater and the most current detail all practices regarding these issues and processes.

VIII. Allocation of Department Resources

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

The chair will discuss the department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the chair.

Research space shall be allocated on the basis of research productivity including external funding and will be reallocated periodically as these faculty-specific variables change.

The allocation of office space will include considerations such as achieving proximity of faculty in sub-disciplines and productivity and grouping staff functions to maximize efficiency.

The allocation of salary funds is discussed in the Appointments, Promotion and Tenure document.
A. Travel Support

To the extent that funds are available, the art department funds faculty travel in support of individual faculty members’ teaching, research and service. The chair makes decisions in accordance with the following priorities based on the available funding and the goals of the unit:

1. Faculty members who request department funding as a partial match for domestic or international travel grants.
2. Faculty members who are presenting papers, chairing sessions, or taking part as panelists at professional meetings.
3. Faculty members who want to attend professional meetings as observers.
4. Faculty member visits to exhibitions, conferences or other various professional opportunities with unique and significant relevance to faculty/student development.

IX. Leaves and Absences

The University’s policies with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/handbook.html and Office of Human Resources Policies and Procedures website https://hr.osu.edu The information provided below supplements these policies.

A. Discretionary Absence

Faculty are expected to complete an eLeave request well in advance of a planned absence (e.g. as for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular term is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more days.

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an eLeave request as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments. See OHR Policy 6.27 for details: https://hr.osu.edu/policy/policy627.pdf.

C. Unpaid Leaves of Absence

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

D. Faculty Professional Leave

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Research Assignment and may be one or two semesters in length for 9-month faculty and for a full year for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave: http://oaa.osu.edu/handbook.html.

The FPL program is designed to give faculty a period of uninterrupted time to invest in their scholarship and professional development. Activities that entail little or no investment in new skills or knowledge are not appropriate for this program.

Faculty members who desire an FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than January 15th of the preceding year, except when the development of an unexpected opportunity precludes such timing.

In evaluating FPL proposals, the department chair and the Executive Committee will use criteria consist with those described in the Arts & Humanities Research Handbook (listed below). These place the greatest weight on the merits of the proposal in light of the faculty member’s plans for advancing his or her research/creative activity and the advancement of the academic mission of the Department. Although there are many advantages to spending the FPL at another university or some other appropriate institution, such an appointment is not essential if the plan for the leave is meritorious in its own right. Faculty who apply for an FPL will therefore need to explain clearly why an extended period of time is necessary for the advancement of their scholarship and what outcomes they expect to accomplish during that time.

Criteria for Judging Faculty Professional Leave Applications

A. Departmental Review. The review at the Departmental level will examine each application received for:
   1. A clear statement of the scope and nature of the project, the specific objective for the Faculty Professional Leave period, and the purpose of the study being undertaken;
   2. Evidence that the projected study will make a significant contribution to the field involved;
   3. Evidence that the applicant will be able to make substantial progress on the projected study or in the area of study during the requested leave period;
4. The qualifications of the applicant to undertake the proposed study.

The Executive Committee evaluates FPL applications using the above criteria, making recommendations to the department chair. From these recommendations and with consideration for the department's needs and fiscal limitations, the chair makes recommendations to the dean of the college. The chair's recommendation to the dean 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.

X. Supplemental Compensation and Paid External Consulting Activity

The University's policies with respect to supplemental compensation and external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook: http://oaa.osu.edu/handbook.html

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

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

XI. Financial Conflicts of Interest

The University's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/documents/Handbook2009Vol2.pdf. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any University duty or responsibility, including designing, conducting or reporting research.

Faculty members 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.
XII. Grievance Procedures

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

A. Salary Grievances

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

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal, which is set forth in the college POA.

B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 (http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html).

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 (http://trustees.osu.edu/rules/university-rules/rules5/ru5-05.html).

D. Sexual Harassment

The University's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15. http://hr.osu.edu/policy/policy115.PDF.

E. Student Complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether the students require confidentiality or not. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.
Faculty complaints regarding students must always be handled strictly in accordance with University rules and policies. Faculty should seek the advice and assistance of the chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct [http://oaa.osu.edu/coam/home.html](http://oaa.osu.edu/coam/home.html) and [http://senate.osu.edu/committees/COAM/COAMDuties.pdf](http://senate.osu.edu/committees/COAM/COAMDuties.pdf).


**XII. Organization of Department Services**

The chair is responsible for the organization of services in the department. In addition to the administrative roles of the members of the executive committee, chairs of standing committees and the coordinators of program areas, other services are organized into these entities:

**A. Administrative Office**

The administrative secretary serves as office manager and is responsible for the workloads and schedules of all members of the office staff. The office manager keeps the faculty informed about procedures to be followed in submitting work to the office staff. Any suggestions concerning the organization of the department's office or the procedures used are directed to the chair or the office manager and not to the individual members of the secretarial staff.

**B. Graduate Studies Office**

The office provides information about the department’s graduate programs; helps process applications for graduate studies; counsels graduate students on administrative matters and rules; acts as liaison between the Admissions Office, the Graduate School, and the Office of International Students and the graduate students in the department; keeps student records; generates data about the program; and administers other aspects of graduate studies. The chair of the graduate studies committee is responsible for the operations of this office.

The Graduate Studies Program Coordinator works in close consultation with the Graduate Studies Chair. Duties include the coordination and management of resources to assure the following: providing information to prospective graduate students, processing application materials, coordinating application materials for area reviews, notifying applicants of acceptance decisions, counseling graduate students on department, program, and university procedures, and recording and maintaining minutes of Graduate Studies Committee meetings. All matters pertaining to the Graduate Studies Program and applications that require office support must be directed to the Graduate Studies Program Coordinator. The chair of the graduate studies committee assists in the coordination and operations of this office.
C. Advising Support Staff

The Advising Support Staff works in close collaboration with the Chair of Undergraduate Studies and the Foundations Director to facilitate communication between the Executive Committee, the faculty, students, and the ASC Advising Center. This communication includes electronic newsletters and announcements, organizing advising days, scheduling appointments, and other activities.

D. Office Secretary

The Office Secretary provides support for the instruction activities of the program for tenure-track faculty, part-time faculty, and graduate student associates. The Office Secretary also serves as the receptionist for the department office and provides contact information for all phone calls and walk-in visitors.