

Pattern of Administration
Department of Design
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Pattern of Administration

Department of Design

I Introduction

This document provides a brief description of the Department of Design 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

The Department of Design prepares students for the professional practice of industrial, interior and visual communication design by implementing a progressive and future-oriented undergraduate and graduate curriculum. The Department is committed to the furtherance of professional standards in cooperation with industry, government, and other societal institutions.

The Department imparts contemporary design knowledge and skills to students by providing an environment for the advancement and exploration of new design knowledge and practices. Within the undergraduate and graduate programs, students learn a process-oriented approach that provides them with a continuous stream of learning experiences that seek to produce optimized solutions that narrow the gap between “the existing” and “the desired.” This learning is conducted in manners that are similar to experiences encountered in current and emerging professional practice within a progressive culture of creativity, collaboration, and inclusion that best serves our desire to attract, support, and retain talented and high-achieving students and faculty.

The Department creates a responsive educational program that acknowledges emerging global design economies and cultures. It does this by recognizing the need for its students and faculty to form and strengthen relationships with other faculty within this and other universities and schools of design. We do this by fostering collaborative research and encouraging international study trips, exchange agreements and study abroad programs. The Department also promotes national and international interaction with professional organizations and societies, industries, governmental agencies and advocacy groups, and involvement with the community-at-large through participation in internships, service-learning projects, and social innovation-oriented research projects and practices.

The faculty and students of the Department of Design are actively engaged in innovative research and creative scholarship and practices that advance the university’s legacy of knowledge production and societal engagement. We do this by working in areas that contribute to the critique and evolution of culture, its institutions and systems, and the quality of human environment and interactions through disciplinary and collaborative cross-disciplinary inquiries.

The Department recognizes that the discipline of design, as well as the standards and expectations that define the discipline are always changing. In this regard, the Department is accordingly committed to improving itself in all aspects of its mission. This property of continuous improvement will drive all areas

of curriculum development, recruitment, ongoing reflection and evaluation, and service to entities related to the university and beyond.

III Academic Rights and Responsibilities

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

IV Faculty

Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules.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% in the department. Associated faculty, emeritus faculty, and tenure-track faculty joint appointees with FTEs below 50% in this department are invited to participate in discussions on non-personnel matters. 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.

V Organization of Department Services and Staff

The Department staff consists of personnel assigned to support the Chair and the faculty. They report to the Chair and fulfill the administrative needs of the Department as determined by the Chair in consultation with the faculty.

The Administrative Associate is the Fiscal/Human Resources Manager responsible for overall fiscal/human resource management including preparation of regular and special budget reports, monitoring funded departmental research projects, graduate associate appointments and student wages. Additional responsibilities include scheduling and facilitating faculty meetings, coordinating the Chair's calendar, maintaining records for promotion and tenure as well as other purposes, and updating the alumni database. Departmental communications are coordinated and/or produced by the Administrative Associate.

The Graduate Program Coordinator provides support to the Graduate Studies area and graduate and undergraduate application processes, implements course scheduling in coordination with the Chair, the Undergraduate Program Chair, and the Academic Counselor, supervises facilities maintenance, orders supplies and maintains equipment inventory and key control. The Graduate Program Coordinator also provides other necessary support services for faculty and students.

The Academic Advisor is responsible for providing counseling and advising for prospective and enrolled undergraduate students. The Academic Advisor supports the student internship program and coordinates position listings as a service to students and employers. Other duties include establishing academic eligibility for departmental scholarships and awards, maintaining a list of undergraduate students accepted as a result of the Application to Major Review, and monitoring academic performance of enrolled students in coordination with the College advising office. The Academic Advisor also coordinates the department's content for media, social media, and our web site in consultation with the Chair.

VI Overview of Department Administration and Decision-Making

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

VII 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.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.html>, also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

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

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 (<http://trustees.osu.edu/rules/university-rules.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, and Board of Trustees.

Operational efficiency requires that the Chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The Chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the Chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The Chair is an ex officio member of all department committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee.

The standing committees of the Department represent areas of departmental functioning that are either mandated by the University or College or are required for the effective operation of the Department. The Chair appoints members unless otherwise indicated. These standing committees include:

Department Faculty Committee

Presiding: Department Chair.

Membership: All tenure-track faculty of the Department of Design. Staff, student representatives and/or visiting faculty members may be invited to participate in meetings but will not have voting privileges.

Function: To serve as the principle policy-making body for the department and to act as an information and communications exchange for the Chair and faculty on all matters concerning departmental operations.

Convening: One meeting per academic term minimum; usually monthly meetings will be held.

Chair's Advisory Committee

Presiding: Department Chair

Membership: Area Coordinators of undergraduate majors, The Undergraduate Studies Chair, and the Graduate Studies Committee Chair.

Function: to advise the Chair on departmental matters related to curricular and operational policy for the Department of Design. The committee can be used for informational and organizational purposes for direct action by the Chair, for referral to the department faculty committee for discussion and/or action, or for referral for discussion to the faculty groups represented by members on this committee.

Convening: at the direction of the Chair and/ or request of the committee.

Undergraduate Studies Committee

Presiding: Undergraduate Studies Chair (appointed from the department faculty to a two-year term by the Department Chair). Term may be renewed.

Membership: Coordinators of each major area (elected annually) and the Foundations Coordinator and the Academic Advisor.

Function:

- The recruiting of undergraduate students.

- Oversight of the admission of students to the accredited program. Coordinate process used for department faculty review.
 - Keeping the program and program course syllabi current.
 - Preparing appropriate accreditation reports and materials.
 - Reviewing undergraduate-level new course requests and course change requests.
 - Participation in hearing student curriculum and instructional grievances and providing advice to the Department Chair on the merits of such grievances and possible solutions.
 - Participation in Department, College, and University panels concerning student dismissals and probation.
 - Assistance to the Department Chair in identifying quality undergraduate students for scholarships and awards.
 - Participation on College or University committees responsible for developing and implementing academic policy or curricula (the Chair of this committee is the representative on such College and University curriculum committees).
- Convening:* at the notification of the undergraduate studies Chair or as directed by the Department Chair.

Graduate Studies Committee

Presiding: Graduate Studies Chair (Appointed from the department faculty to a two-year term by the Department Chair. Term may be renewed.)

Membership: three or more members of the graduate faculty at the associate professor or professor rank (appointed biannually by the Department Chair); the staff representative is the Graduate Program Coordinator.

Function:

- Develops and recommends policy, curriculum, instructional content and structure of the graduate program.
- Develops advising procedures and establishes administrative authority for the graduate program.
- Screens graduate applicants to provide candidates for review and final approval by the faculty as the whole.
- Participates in recruiting graduate students.
- Monitors student progress and provides information, help, and oversight as necessary to apprise the student of the best methods for ensuring satisfactory progress.
- Reviews graduate-level new course requests or course change requests.
- Assesses the graduate advising status of the faculty.
- Participates in hearing student curriculum and instructional grievances and provides advice to the Department Chair on the merits of such grievances and possible solutions.
- Prepares student files and recommendations for possible award of University Fellowships or scholarships or for other honors.
- Participates on College or University committees responsible for graduate education (the Chair of this committee is the representative on such College and University committees).

Convening: at the notification of the graduate studies Chair or as directed by the Department Chair.

Promotion and Tenure Committee

Presiding: Committee Chair (appointed to a three year term by the Department Chair from the membership of the committee). Term may be renewed.

Membership: three or more senior faculty at the full professor or associate professor level, typically appointed to a three year term by the Department Chair.

Function:

- Performs an annual review of the University and the OSU College of Arts and Sciences promotion and tenure criteria and procedures to ensure that Department policies are in compliance.
- Performs continuous evaluation of Department P&T procedures and criteria as well as formulates and recommends revisions by the faculty where appropriate and necessary.

- Reviews dossiers prepared by candidates for promotion, promotion and tenure, and fourth-year review, and prepares for the eligible faculty a detailed quantitative and qualitative evaluation of the candidate in terms of his/her own field and role in the Department, revising this evaluation, if necessary, to reflect the final vote of the eligible faculty.
- Assembles the eligible faculty to identify associate professors for possible promotion to full professor.
- Provides an annual review of every non-tenured faculty member (this evaluation will augment the annual evaluation provided by the Department Chair and concentrate on progress toward tenure related to the areas of teaching, research and service).
- Evaluates all special assignments (SA) proposals and make recommendations to the Chair.

Convening: In advance of College and University deadlines for fourth or sixth year faculty reviews; for reviews related to tenure and promotion from associate to full professor, the meeting schedule is based on the mandated sequence of events in the multi-level review process. In this case, the committee meets to review a faculty member's core dossier and support materials early in autumn semester and prepares a letter to the departmental Chair outlining the recommendation of the committee and discussions with the faculty as a whole.

Design Technology Committee

Presiding: Committee Chair (appointed to a two year term by the Department Chair from the membership of the committee).

Membership: Three or more faculty, at least one affiliated with ACCAD, appointed annually by the Department Chair.

Function:

Makes recommendations for optimal purchases, procedures, and policies for instructional technology, digital and analogue tools, and server management that support curricular needs across all degree programs and faculty research and creative activity, in alignment with technology standards and practices of the College of Arts and Sciences (ASC), the Office of Information and Technology (OIT), and the Advanced Computing Center for Art and Design (ACCAD).

Advises Department Chair about use of Student Technology Fees within the department.

Cultural Events Committee

Presiding: Committee Chair (appointed to a three year term by the Department Chair from the membership of the committee).

Membership: Three or more faculty representative of different major programs, appointed annually by the Department Chair.

Function:

Develops an annual program of events that may include lectures, workshops, or symposia.

Identifies prospective experts/scholars/creative practitioners to participate in the department's annual lecture program.

Seeks and applies for or recruits external funding to support department's annual lecture program in coordination with the College of Arts and Sciences Development Office.

Produces digital and printed (if appropriate) announcements for events and coordinates media/marketing material to promote events.

Peer Review of Teaching Committee

Presiding: Committee Chair (appointed annually by the Department Chair from the membership of the committee)

Membership: Three or more faculty representative of different major programs, appointed annually by the Department Chair.

Function:

Establishes schedule of annual reviews in consultation with the Department Chair.

Conducts all peer evaluations of teaching for the purpose of promotion, granting of tenure, granting of teaching awards, and special appointments requiring demonstrated high quality teaching ability (according to policies and procedures and schedules described in the AP&T document).

Student Advisory Committee

Presiding: One student (undergraduate or graduate) elected from the committee membership

Membership: Three undergraduate students (one representing each of the major programs) and two graduate students (one representing each of the MFA tracks), elected annually by the student members of each group.

Function:

The Student Advisory Committee (SAC) represents the interests of undergraduate and graduate students in the Department of Design.

The SAC serves to represent students in the deliberations of the department; provides a mechanism for presenting student concerns; and may be called upon to represent students at standing committee meetings. The SAC meets upon the call of its Chair and not less frequently than once per term.

At least one additional meeting per term is schedule with the Department Chair. Following their election, the SAC members hold an organizational meeting (called by the Department Chair) to elect its own chair and secretary.

Standing committees outside the department

Design faculty may be appointed or elected to a number of College and University committees.

VIII Faculty Meetings

The Chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department tenure-track faculty. The Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. Minutes will be taken at all meetings, and will be kept on file in the Department office for reference. The Chair will distribute minutes of faculty meetings to faculty by e-mail—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 members eligible to vote.

Either the Chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given one week to respond.

When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be

achieved on behalf of any position, the Chair will necessarily make the final decision.

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

IX Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on faculty duties and responsibilities (See the OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.5, <http://oaa.osu.edu/handbook.html>). The information provided below supplements the OAA policy..

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy (<http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>).

During on-duty semesters, faculty members are expected to be available for interaction with students, service responsibilities and other responsibilities even if they have no formal course assignment that semester. Department of Design faculty members are expected to hold office hours for two hours per course taught per week during the academic year, and to provide information concerning those hours to the administrative staff. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Faculty Professional Leave or other approved leaves (see section XIII).

There are significant differences in the missions of the many OSU departments and, as a result, there are differences among departments in the relative amounts of effort faculty spend in their teaching, research/creative activity, and service responsibilities. Teaching, research and service responsibilities are determined according to the needs of the Department of Design. The faculty of the Department of Design teach students in a variety of modes:

- Formal instruction of undergraduates and graduate students in lectures and studio courses.
- Extensive individual instruction, primarily of graduate students, under standard independent study course numbers.
- Special project studios that can involve external funding and support.
- Special research oriented seminars.
- Supervision of theses and project research activities and writing.

The Chair assigns teaching and service assignments in consultation with the faculty through the Chair's Advisory Committee. Teaching assignments may be reduced to accommodate an unusual level of research or service activities at the Chair's discretion. Faculty duties and responsibilities within the department related to instructional, scholarly and service activities are outlined below.

Instructional activity

The undergraduate and graduate course load for faculty is 4 courses per year, with an expectation of at least one graduate seminar or studio every third year. Variations from this number may occur, depending on extenuating circumstances (eg, SA and FPLs, enrollment requirements, honors involvement, etc),

course type and structure, and research and service activities. As well, College of Arts and Sciences policy states that probationary faculty members teach 3 courses per year in advance of the fourth year promotion and tenure review.

Contact hours for individual studio, seminar and lecture courses range from three to nine hours per week with additional time required outside of class for preparation, grading, critique sessions, student advising, and meetings related to instructional productivity or enhancement. Graduate advising loads vary from year to year according to graduate student interests and faculty availability. It is expected that all faculty members will participate on an equal basis in the graduate student advising process.

In addition to the above course load, faculty will advise graduate students and direct honors and masters' theses, while also providing individualized directed study and research for both undergraduate and graduate students. Assignment of teaching and workload responsibilities to each faculty member is the responsibility of the Department Chair. In meeting this responsibility, first priority for course assignment will be to meet the degree requirements for undergraduate and graduate students.

No course will be cancelled or scheduled (or rescheduled) without approval of the Department Chair. If a course is cancelled for any reason, the Chair can approve an alternative use of the faculty member's time.

Scholarly activity

Recognizing that scholarly research is a basic component of the design program at OSU, all faculty are expected to establish and to maintain active research programs involving undergraduate and graduate students. The level of scholarly and creative activities varies with individual faculty members, but it is expected that faculty will maintain an average of 30% of total time devoted to these activities. Faculty are required to maintain some form of scholarly and/or creative activity related to their professional discipline and/or the mission of the department but these activities are self-generated rather than assigned.

Full-time faculty are permitted and encouraged to engage in professional outside consulting activities. As a general rule, the proportion of a faculty member's professional effort devoted to consulting should not exceed one business day per week, subject to the University rules at <http://oaa.osu.edu/handbook.html> (for a more detailed list of scholarly and creative activities specific to design, refer to the Department Appointment, Promotion & Tenure document.)

Faculty who do not maintain a high level of scholarly and/or creative activity, as evidenced by the required report submitted to the Chair as part of the annual review process, may be assigned additional teaching and/or service activities.

Service activity

Faculty are expected to contribute an average of 20% of total time to service activities, examples of which are:

- Examination committees both inside and outside the Department.
- Recruiting, fundraising and public relations activities.
- Advisory and evaluation committees for this University and for other universities, government agencies and professional societies.
- Outreach and affirmative-action activities.
- Department, college and university governance bodies.

Service activities in the Department, College or University are either assigned or recommended by the Chair, or peers may elect faculty. External or professional service, when not involving an honorary or

elected appointment at the national or international level, should not supersede service responsibilities within the department.

Note: the above guidelines related to instructional, scholarly, and service activities does not constitute a contractual obligation. Fluctuations in demands and resources in the department and the individual circumstances of faculty members may warrant temporary deviations from the guidelines. Completion of expected levels of activity does not necessarily constitute meritorious performance.

Assigned Research Duties

The Department Chair may on occasion provide assigned research duties (ARD) to faculty related to the overall mission of the department. For example, faculty may prepare proposals that advance areas of research that will become part of the overall program and may be given additional time to manage, implement, conduct, supervise, or publish results. The Chair in consultation with the faculty member establishes specific requirements for activities and expected outcomes of the ARD.

Deviation from workload

Certain situations can result in a deviation from the standard faculty workload, subject to the discretion of the Chair. Examples of such deviations might include:

Newly Hired Untenured Faculty

Newly hired, untenured faculty may be provided time to establish a teaching and research program and locate funding. In any case, not more than one course per year will be released.

Release-Time Buyouts

Generally, faculty may reduce their teaching load by purchasing release time on sponsored research projects, subject to the teaching needs of the Department. For example, release from one 3-hr "standard course or studio" will require a purchase equivalent to one month of a 9-month appointment. Release-time buyouts for a course will not be possible if a competent associated or tenure-track faculty member cannot be found to teach the course, and the course is required for undergraduate or graduate student degree requirements. Faculty must negotiate any such buyout well before the semester begins, and the faculty member is responsible for finding an adequate teaching replacement to recommend to the Department Chair.

Chair of Major Committees

Depending on the level of commitment necessary to serve as Chair of a major Department, or University committee or membership in the University Senate, one course per year in workload reduction may be recommended.

Exceptional Meritorious Achievement

Faculty receiving an exceptional award or recognition, such as University Distinguished Scholar, OSU Alumni Award for Distinguished Teacher, or University Distinguished Professor may be accorded a workload adjustment in keeping with the individual's wishes and Department obligations.

Negotiated Course Teaching Load Reduction

Other, special circumstances may justify a reduced teaching load. Examples are directorships of official OSU research centers, special budgeting requirements of external funding agencies, unusual public service responsibilities, and other special cases. These must be negotiated with the Department Chair on a case-by-case basis.

Increased Teaching Load

A Department of Design faculty member, who has been inactive in sponsored research, creative scholarly activity, and public service, may be assigned additional courses per academic year at the discretion of the Chair.

A Policy on Faculty Teaching Load

B Special Assignments

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

Untenured faculty will not normally be provided an SA for research during their probationary period due to their reduced teaching load. Reasonable efforts will be made to award SA opportunities to all productive tenured faculty members on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. The department's Promotion and Tenure committee will evaluate all SA proposals and make recommendations to the Chair. The Chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

C Associated Faculty

Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments.

Faculty members with tenure-track titles and appointments <50% FTE will have 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.

The standard teaching assignment for full-time lecturers is eight courses per academic year.

D Parental Modification of Duties

The Department of Design strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Arts and Science's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the college pattern of administration at (<http://oaa.osu.edu/governance.html>) for details.

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

X Course Offerings and Teaching Schedule

The department Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17 (<http://trustees.osu.edu/rules/university-rules.html>) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

XI Grade Reporting

Grading and the recording of all grades is a teaching and clerical responsibility of each faculty member. Each faculty member must keep proper and accurate grade records in which are recorded all grades students receive throughout the term. Grade records are to be kept by the faculty member for two terms following the term in which they were recorded and reported.

XIII Allocation of Department Resources

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

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

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

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

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

Departmental financial support for faculty travel is dependent on availability of funds. Priority for disbursement of any travel funds will be with probationary faculty, to support attendance of conferences where presentation of results of research and creative activity occurs.

XIV Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook (<http://oaa.osu.edu/handbook.html>) and Office of

Human Resources Policies and Procedures website, www.hr.osu.edu/policy/policyhome.htm. The information provided below supplements these policies.

A Discretionary Absence

Faculty are expected to complete a travel request or an Application for Leave form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence longer than 10 continuous business days (See Faculty Rule 3335-5-08) and must be requested at <https://eleave.osu.edu/>.

B Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the Chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27, www.hr.osu.edu/policy/index.aspx.

C Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45, www.hr.osu.edu/policy/index.aspx. A faculty member may, with the approval of the department chair, dean, and provost, take an unpaid leave of absence, usually for one semester, for professional or personal reasons. If the faculty member is untenured, this leave will not automatically stop the tenure clock, (See Faculty Rule 3335-6—03, Section D). Leaves of absence are only granted in instances where there is a clear understanding that the individual is planning to return to this institution.

D Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves (<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleaves.pdf>). The information provided below supplements these policies.

The Chair's Advisory Committee will review all requests for faculty professional leave and make a recommendation to the department Chair based on the following criteria:

- Impact on teaching assignments in various programs during the proposed leave.
- Availability of suitable lecturers and current faculty to cover courses left open by the proposed leave.

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.

XV Supplemental Compensation and Paid External Consulting

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>). The information provided below supplements these policies.

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

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

The Department recognizes the value of faculty consulting activities including design, development, and assessment or evaluation of processes and products, curriculum development, and other forms of paid consulting related to the mission of the Department and professional design practice. University faculty are encouraged to engage in paid external consulting to the extent that these activities are clearly related to the mission of the University and the expertise of the faculty member, provide direct or indirect benefits to the University and do not entail a conflict of interest.

XVI Financial Conflicts of Interest

Information on faculty supplemental compensation is presented in the university's Policy on Faculty Financial Conflict of Interest (<http://oaa.osu.edu/assets/files/documents/financialconflictofinterest.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.

XVII 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 (the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>). The College of Arts and Sciences' procedure for Faculty Salary Appeal is documented in Appendix C of the College Pattern of Administration.

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

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.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.html>.

D Sexual Harassment

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, www.hr.osu.edu/policy/index.aspx.

E Student complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department Chair, the Chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the Chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see www.oaa.osu.edu/coam/home.html and <http://senate.osu.edu/committees/COAM/COAM.html>).

F Code of Student Conduct

In accordance with the Code of Student Conduct (<http://trustees.osu.edu/rules/code-of-student-contact.html>), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.