

# Pattern of Administration

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# I. INTRODUCTION

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This document provides a brief description of the Department of Theatre 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.

The Department of Theatre Patterns of Administration is founded on the Institutional Principles unanimously adopted by the faculty on May 28, 2009. These principles read as follows:

The principles that characterize the work of the faculty and staff of the Department of Theatre include our commitment to foster an atmosphere conducive to creative scholarship and performance where we place the educational needs of our students first.

We acknowledge the interconnected nature of our teaching, research, creative activity, service, and outreach and our multiple obligations to the university at large.

In working together, we exhibit respect for the work of all individuals, embrace direct communication, and expect accountability, all in an atmosphere of mutual support.

We hold collaboration and cooperation as hallmarks of all of our endeavors as we link historical and critical scholarship with artistic creation and performance.

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.

The Department has also prepared a separate Appointments, Promotion and Tenure Document which is available to all faculty. Other departmental materials include student handbooks, a production handbook, and various calendars, lists and directories.

## II. DEPARTMENT MISSION

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The Ohio State University Department of Theatre is dedicated to:

The education and training of theatre artists, scholars and teachers in a creative atmosphere conducive to scholarship and performance<sup>1</sup>;

Conducting research and creative activities that contribute to the enrichment of the university and to the field of theatre at large;

Offering the citizens of the state of Ohio, the United States, and the international community, through courses, institutes, productions, lectures and consultations, opportunities for theatre education and production;

Providing opportunity for all members of The Ohio State University-- students, faculty, staff and alumni--to participate in theatre as practitioner or as audience member.

### A. Undergraduate Education

The Department provides an undergraduate liberal arts education in theatre introducing students to the broad spectrum of the world of theatre, relating theatre to the other arts, to the humanities and to other cultures. The program is designed to give students an introduction to all the areas of the theatre arts and to prepare him/her for additional study. The course structure begins the development of competencies in acting, directing, design and theatre technology, theatre history, theory, literature, criticism, and script analysis.

The Bachelor of Arts (BA) degree in Theatre, prepares students for a full life in the theatre and the broader cultural sector by nurturing creativity and fostering critical inquiry, foundations of arts production. The BA program is therefore designed to develop skills needed to create and appreciate new work, to understand the history of theatre, and to help navigate professional lives in the arts. This academic exploration incorporates demanding practical training in performance and technical theatre, providing opportunities for our undergraduate students to learn through the laboratory of our productions. The BA forms the beginning of an on-going life of learning about theatre in its many forms, with applications for numerous career paths in the arts industry. The Department provides all students at The Ohio State University with an opportunity to enhance their general education by gaining an appreciation and understanding of the theatre arts.

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<sup>1</sup> Both the practice and the concept of "theatrical performance" are defined broadly to include not only what has traditionally been called "live" (i.e., performers and spectators joined together in the same space and time) but also film and video representations of human performance. Accordingly, the concept of "live" performance encompasses a broad range of theatrical and performative activities.

## **B. Graduate Education**

The mission of graduate education is to provide the training and education essential for theatre artists and scholars. The Department offers three broad areas of training and education in acting; design and technology; and history, literature and criticism.

### **1. Master of Fine Arts in Acting (M.F.A.)**

The Master of Fine Arts in Acting (M.F.A.) with a focus on the creation of new works through outreach and engagement provides concentrated study and training in acting, with experience in classical and contemporary styles within the context of developing methods for creating original contemporary work. The program emphasizes the development of actors who can work in a repertory company setting as well as function as an independent artist producing original work. The program prepares actors to work in creative ways with local communities in realizing original works and provides concentrated study and training in the areas of movement, voice, and acting theory and practice.

### **2. Master of Fine Arts in Design (M.F.A.)**

The Master of Fine Arts in Design (M.F.A.) provides concentrated study and comprehensive training in the art and technology of scene, costume and lighting design. In addition to selecting a primary area of design emphasis, a student may select to study another area of design as a secondary emphasis. The rigorous three-year program places equal importance on classroom studies and production program activities. The program of study contains course work in all the areas of theatre and related fields that inform and enrich the area of design selected as an emphasis. Because of the equal importance given to academic and practical experiences within the program, a graduate is well suited for teaching in a college or university in addition to being an articulate and capable theatre artist.

### **3. Master of Arts (M.A.)**

The Master of Arts (M.A.) program provides training in theatre studies. Beyond the required course in research methods, students may elect a wide range of courses in theatre history, criticism, theory, and dramatic literature. There are also opportunities to take courses in acting, directing, and design and to participate in theatre production. The M.A. degree, culminating in a M.A. written thesis offers a generalist foundation in theatre studies appropriate for (1) teaching in secondary schools and some colleges, (2) entering into a doctoral degree program, and (3) beginning a possible professional career in theatre companies, the entertainment media, government arts programs, or

private arts institutions. Students develop analytical skills in historical research, critical writing, dramatic interpretation, and the nature of theatrical practice.

#### **4. Doctor of Philosophy (Ph.D.)**

The Doctor of Philosophy (Ph.D.) serves prospective teachers, critics, and scholars in theatre studies. Each student, working with an advisor, develops an individual program of study that includes not only a wide range of general courses in history, critical theory, dramatic literature, performance analysis, and research methods but also a specialized group of courses in the candidate's areas of interest. Each candidate also selects at least one area of production for training (acting, directing, design, or dramaturgy). Students develop a strong foundation in theatre studies through a self-designed program of study, appropriate to their backgrounds and professional aims. Theatre history and historiography, critical and dramatic theory, genre history and theory, production analysis and dramaturgy, women and theatre, archival access and training, contemporary performance arts, and design technology; Russian theatre, Greek theatre, ancient and modern, Asian theatre, English and American theatre and drama are some of the areas of study available.

#### **C. Research and Creative Activity**

Research and creative activity is undertaken in the history, theory, literature and criticism of the theatre; in acting theory and technique; in directing concepts and methodology; in dramaturgy; in the writing of plays; in the translation and adaptation of new or obscure works; in the creation of new works; in theatre design concepts and techniques; in the development and exhibition of video works; in the application of the latest technology to theatrical design and production; and in audience perceptions.

#### **D. Service**

A regular and varied season of produced plays, central to the curricular mission of the department, is a primary service of the department. The Department produces a tour to Central Ohio schools as part of the outreach mission of the university. The Department also provides public lectures, conferences, symposia, special institutes, teacher seminars, and workshops to the public. The Jerome Lawrence and Robert E. Lee Theatre Research Institute functions as a major resource for theatres and theatre scholars locally, nationally and internationally. Individual faculty members also undertake extensive public service functions working with theatre companies and serving in various state, national, and international theatre organizations as active members and as officers.

### **III. ACADEMIC RIGHTS AND RESPONSIBILITIES**

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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**

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[Faculty Rule 3335-5-19](#)<sup>1</sup> 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 regular faculty with compensated FTEs of at least 50% in the department. Auxiliary faculty, emeritus faculty, and regular faculty joint appointees with FTEs below 50% 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.

### **V. ORGANIZATION OF DEPARTMENT STAFF**

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The Department has a number of academic support staff that serve both the teaching mission and the production operation of the department. Each staff member is supervised by the Administrative Manager/Production Manager who, with input from appropriate faculty members, assists in developing job assignments, establishing studio/lab and/or office procedures, and monitoring work load to assure appropriate productivity and personal development. The Administrative Manager/Production Manager is supervised by the department chair. Staff are reviewed on an annual basis. These reviews involve dialogue between the supervisor and the staff member, reflecting on performance during the previous year and projecting ahead to the next. Staff are involved in Department governance in a variety of ways including participation in appropriate committees.

## **VI. OVERVIEW OF DEPARTMENT ADMINISTRATION AND DECISION MAKING**

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The administration of the Department of Theatre is overseen by the Chair who is assisted by a system of committees, directors of graduate and undergraduate studies, and college and university committees. 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 who make recommendations to the chair, and/or by the chair. The nature and importance of any matter determines how it is addressed. Generally, the more important the matter to be decided, the more widespread the input on a decision needs to be. Open discussions, both formal and informal, constitute the primary means of administrative dialogue, with the goal that a final decision honors the voice of each faculty member while respecting differences of opinion.

The Jerome Lawrence and Robert E. Lee Theatre Research Institute is housed in the Department of Theatre and is administered jointly by the Department and the University Libraries. The Director is a member of the Department of Theatre faculty and is appointed and reviewed annually by the Department Chair. The Director serves in a co-administrative role with the Institute's Curator, having particular responsibilities for the research and education missions of the Institute. The Curator is a member of the University Libraries faculty and is appointed and reviewed annually by the Director of the University Libraries. The Department recognizes that the Lawrence and Lee Theatre Research Institute maintain goals in keeping with, but of a more specific nature than, the Department of Theatre. The Department of Theatre supports the Lawrence and Lee Theatre Research Institute by funding various activities, including Graduate Research Associates for the Institute.

## VII. DEPARTMENT ADMINISTRATION

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### A. The Chair

The primary responsibilities of the chair are set forth in Faculty Rule [3335-3-35](#)<sup>2</sup>. 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](#)<sup>3</sup> 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](#) 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 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.

In addition to those duties and responsibilities detailed above, the Chair is also charged to:

- Select a production season, by soliciting suggestions for the season from faculty, staff, and students; consulting with faculty, staff, and students for specific plays or topical concerns; identifying casting, directing and staffing issues and programmatic priorities; and recommend the season to the Department faculty for adoption.
- Serve as Producer/Director of Theatre for the production season, establishing, implementing and sustaining production policies consistent with the department's mission.
- Appoint, if desired, an **Associate** or **Assistant Chair** whose responsibilities shall be designated by the Chair in consultation with the Executive Advisory Committee and communicated to the faculty. The Associate or Assistant Chair is appointed from among members of the faculty to serve a two-year term, with or without compensation. Terms are renewable and are determined by the Chair during the usual annual faculty review process.

## **B. Directors of Undergraduate and Graduate Studies**

A **Director of Undergraduate Studies** is appointed by the Chair of the Department from among members of the faculty to serve a two-year term. Terms are renewable and are determined by the Departmental Chair in consultation with the Director during the usual annual faculty review process. The Director serves as Co-Chair of the Curriculum and Instruction Committee and provides leadership in the undergraduate programs of the Department.

A **Director of Graduate Studies** is appointed by the Chair of the Department from among members of the faculty to serve a two-year term. Terms are renewable and are determined by the Departmental Chair in consultation with the Director during the usual annual faculty review process. The Director serves as Co-Chair of the Curriculum and Instruction Committee and provides leadership in the graduate programs of the Department.

### **C. Committees**

Much of the development and implementation of the department's policies and programs is carried out within a committee structure. The chair is an ex-officio member of all department committees and may vote as a member on all committees except the Promotion and Tenure Committee.

The Department of Theatre has five primary standing committees: Curriculum and Instruction (C&I), Production (PROD), Promotion and Tenure (P&T), the Executive Advisory Committee (EXEC) and the Student Advisory Committee (SAC). In addition, faculty are organized into three discipline/degree area advisory committees: Acting/Directing (AD), Design/Technology (DT) or History, Literature and Criticism (HLC). Search Committees are established at the time of an authorized search. Ad Hoc committees are also formed by the Chair to meet special Department needs. The agenda and minutes of each committee shall be posted and electronically distributed to all faculty and staff as appropriate.

### **D. Curriculum and Instruction Committee**

C&I oversees and administers both undergraduate and graduate degree programs, serves as the department curriculum committee, the graduate admissions committee, and is a liaison between the department and the Graduate School and the College of Arts and Sciences on curricular matters. All faculty and staff are assigned annually by the Department Chair to serve on either C&I or PROD with approximately ½ of the total number of faculty serving on each. The committee is Co-Chaired by the Director of Undergraduate Studies and the Director of Graduate Studies and is supported by one of the office staff members to provide coordination and record keeping.

The duties of C&I are to:

- assume the responsibilities and duties of the “Graduate Studies Committee” as outlined in The Ohio State University Graduate School Handbook;
- propose to the faculty and Chair policy for degree programs;
- coordinate student recruitment and academic programs within the Department and with other departments within the University;

- suggest ways of coordinating course offerings with the production program of the Department;
- provide leadership in support of the Honors and Scholars program and encourage student research/creative activity efforts;
- enable student admissions, program advisor assignments, and program requirements based on area advisory committee recommendations;
- act on student petitions or grievances in coordination with area advisory committees and in compliance with all university standards and procedures;
- review graduate teaching associate job performance and make recommendations regarding continuation and future assignments;
- select and recommend students for fellowships, scholarships, and other awards and honors in consultation with faculty advisors and supervisors;
- maintain appropriate files on each student.

#### **E. Production Committee**

PROD oversees the production season and related activities that serve as the laboratory experience for all theatre students, serving as the primary advisory body to the Department Chair/Producer on all production matters. All faculty and staff are assigned annually by the Department Chair to serve on either C&I or PROD with approximately ½ of the total number of faculty serving on each. The committee is Co-Chaired by the Production Manager and a faculty member appointed by the Department Chair and is supported by one of the office staff members to provide coordination and record keeping.

The duties of PROD are to:

- seek and propose future season content, projecting ahead two to three years. [Season proposals are solicited from all students, faculty and staff; evaluated and structured by PROD; draft versions are then shared broadly for department input; and a final draft is submitted to the Chair/Producer for endorsement by the faculty];
- recommend production calendar components and structure;
- review Guest Artists and Guest Artist Residency options that support the academic programs and recommend priorities;
- coordinate Wexner Guest Artists residencies and assign faculty liaisons to the Wexner staff;

- evaluate department production efforts, identifying problems and proposing improvements;
- monitor and respond to partnership requests from other producing units including other academic units (Music, Dance, ACCAD, etc.) as well as external partners (CAPA, CATCO, ACTORS, etc.);
- advise on other production activity and assign faculty liaisons as needed (BSTN, InterACT, New Works Lab, Buckeye TV, etc.).

## **F. Promotion and Tenure Committee**

The Promotion and Tenure Committee (**P&T**) shall be composed of not less than three and no more than five members of the tenured faculty. Each of the ranks of Full Professor and Associate Professor will be represented when possible and always when required by University Rules. Emeriti faculty may not serve on promotion and tenure committees. Selection should include consideration of the need for representation of the three academic areas of the department as well as gender and racial/ethnic diversity.

Members serve two-year staggered terms, and can only be reappointed once, consecutively. Service begins and ends at the end of the academic year. A member having served a total of four consecutive years shall be ineligible for re-appointment for a period of one year, except when an Associate Professor is being considered for promotion. The appointment pattern will be followed to the extent possible.

By March 15, the Department Chair will notify the continuing members of P&T of their service for the following academic year and appoint for two-year terms any new members needed from the tenured faculty. At the initial meeting, scheduled no later than April 1, the committee shall review its procedures, establish appropriate timetables for the year within University and college deadlines, and elect a Chair from among those who are continuing members of the committee.

When a faculty member is reviewed for promotion to Full Professor or a new faculty appointment is being considered at the rank of Full Professor, the review will be conducted by members of the faculty at the proposed rank; where fewer than three faculty members from the department are eligible to serve, additional eligible faculty from a related discipline shall be selected by the Department Chair in consultation with the Dean and appointed by the Department Chair to the committee to supplement regular committee members for such promotion review only; a Full Professor of the Department of Theatre shall, whenever possible, serve as Chair of the committee.

At the first meeting of P&T, one member shall be appointed by the committee Chair to serve as the "Procedures Oversight Designee" who is responsible for assuring that each review of a faculty member follows the written policies, procedures, and guidelines of the Department of Theatre and The Ohio State

University. The Designee should consult and follow not only the departmental promotion and tenure document but also the annual Guidelines and Procedures from the Office of Academic Affairs. If any procedural problem occurs, the Designee should bring it to the attention of P&T in order to resolve the problem. If the committee cannot resolve the problem to the satisfaction of the Designee, the Designee should bring the problem to the Department Chair, who must look into the matter and provide a response to the Designee, explaining what action is taken or why action is not warranted.

By March 1, the Department Chair will meet with P&T to identify all faculty members subject to fourth year review, sixth year review and consideration for promotion to Full Professor; and inform the committee of any pertinent University, college, or departmental requirements. The Department Chair shall maintain and make available to P&T all files and records pertinent to the candidacy of each faculty member subject to review. By April 1, the Committee Chair and the Department Chair shall jointly notify eligible faculty of the review, promotion and tenure process, including information on departmental, college and University criteria.

The Promotion and Tenure Policies and Procedures document must be reviewed on an annual basis by P&T and may be revised by a vote of the faculty utilizing the following procedure.

During January, P&T shall solicit from the faculty any suggestions for revision. P&T shall consider those suggestions as well as any other proposed or required changes as presented by the college and University, in order to prepare them for consideration by the faculty. During March, a meeting of the faculty will be held to discuss any proposed changes, respond to motions from individual faculty, and act upon proposed revisions. Whenever possible, the call for this meeting and proposed revisions should be distributed in advance to the faculty.

## **G. The Executive Advisory Committee**

The Executive Advisory Committee (**EXEC**) is composed of the Associate/Assistant Chair (should one exist), the Co-Chairs of the Production Committee, the Director of Graduate Studies, the Director of Undergraduate Studies, the Director of the TRI and the Department Chair who also chairs this committee. The Committee selects its own secretary. The Committee meets regularly to serve as liaison between the Department, the College and the University.

EXEC is responsible for evaluating periodically the organization of the Department, for discussing the impact of university issues and policies on the Department, and for providing an opportunity for informal exchange of ideas and opportunities outside the normal committee and faculty meetings. The discussions may indicate a need to refer a problem to a standing committee, to initiate an ad hoc committee, or to simply advise the Chair on

administrative actions which are not within the purview of other committees. Executive Committee members are expected to report and discuss all non-confidential issues and concerns with faculty in their discipline/degree areas.

## **H. Student Advisory Committee**

The Student Advisory Committee (**SAC**) is an advisory committee representing the interests of undergraduate and graduate students in the Department of Theatre. Membership consists of eight students elected annually by the undergraduate theatre majors and graduate students: four undergraduate students, one MFA in acting and one in design and technology, one MA and one PhD student. Following their election, the SAC will meet to hold an organizational meeting (called by the Department Chair) to elect a committee chair (who represents the SAC at faculty meetings), a committee secretary, and one student to serve on the C&I committee, and one student to serve on the PROD.

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. SAC meets upon the call of its Chair and not less frequently than once each term; at least one meeting per term is scheduled with the Department Chair.

## **I. Area Advisory Committees**

Within their discipline/degree areas (MFA-Acting, MFA-Design, MA/PhD), the advisory committees recruit, screen and make recommendations regarding prospective students; evaluate the progress of students; create, recommend and review policy; recommend advisors; recommend GTA appointments and potential assignments to the Departmental Chair; and suggest teaching assignments to the Department Chair. Every regular faculty member is assigned to only one area committee. Chairs of these areas advisory committees are elected by their membership. The Chair of each standing and advisory committee may invite representatives from the SAC to attend all or part of their meetings.

## **J. Faculty Search Committees**

When a vacancy occurs and the Dean has approved a faculty search, a Faculty Search Committee shall be appointed by the Chair with primary representation from the area of study in which the vacancy has occurred, plus a member from each of the other areas of the department and, if deemed necessary by the Department Chair, an external member from the university community-at-large. The Department Chair will also name the Search Committee chair in this process.

## VIII. FACULTY MEETINGS

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Regularly scheduled faculty meetings and committee meetings are listed in the department calendar, which is distributed at the beginning of each academic term. Any committee chair may call additional meetings, beyond those centrally scheduled. It is the responsibility of a committee chair to notify members of the committee in writing of the cancellation of a scheduled meeting. Full faculty meetings are scheduled no less than once per term for the purpose of considering business relating to the Department as a whole. A meeting of the department faculty will also be scheduled on written request of 25% of the department's regular faculty.

The Department Chair establishes the agenda for full faculty meetings and the Chairs of all other committees establish the agenda for their respective committees. The Chair may limit time for agenda items. Any regular faculty member may recommend agenda items. The requests should be submitted by e-mail seven business days in advance to be included in the distribution of the agenda for a meeting. Chairs should make every attempt to distribute agenda three business days before a meeting.

Faculty meetings are held to share information and to recommend or make departmental policy. 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. These principles observe the right of the majority to make decisions while protecting dissenting opinion. A simple majority vote will suffice to carry any motion except motions that involve the changing of departmental rules and procedures as outlined in the Department of Theatre Patterns of Administration, The Department of Theatre Appointments, Promotion and Tenure Document, The Department of Theatre Production Handbook, and The Department of Theatre Student Handbooks.

Motions to amend the departmental rules as stated in the governance handbooks require a 3/4 vote of a quorum in order to pass. A quorum is defined as 2/3 of the regular voting faculty who are on duty. Such motions are made in writing by any member of the regular faculty. All motions must be seconded in order to be discussed and voted upon. The Chair should recognize that the right of every member to speak on any issue is as important as each member's right to vote. The Chair shall call for the vote, which can be voice, hand, or ballot depending on the will of the body. The results of the vote indicating whether a motion has passed or failed shall be recorded in the minutes of the meeting.

The normal route for any major item of business concerning policy is through the appropriate committee structure. Faculty members are encouraged to consult with their colleagues in these committees and when appropriate seek a

"seconded-motion" status.

Minutes of committee meetings shall be distributed electronically to all faculty and two hard copies provided to the main office, one for posting and one for minutes binder. Minutes of full faculty meetings shall be distributed within two weeks following a meeting. The minutes of the Spring Term faculty meeting will be distributed again with the agenda for the first full faculty meeting in the Fall Term. 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.

## **IX. POLICY ON FACULTY DUTIES AND RESPONSIBILITIES**

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### **A. Policy on Faculty Teaching Load**

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.

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.

During on-duty terms faculty members are expected to be available for interaction with students, service assignments, and other responsibilities even if they have no formal course assignment that term. Faculty are expected to maintain a scheduled and published minimum of two open office hours per week. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XIII).

Although the majority of the faculty are on 9-month appointment, faculty are encouraged to inform The Department of Theatre main office of their summer travel plans and contact availability should an issue arise over the course of the summer where faculty consultation is needed. At the final faculty meeting of Spring Term, the faculty shall elect a member of the faculty who is available for the summer to serve as Acting Director of Undergraduate/Graduate studies.

Faculty are encouraged to file their Fall Term syllabi with the Department office prior to leaving campus in the Spring. Book orders for Fall Term must be made by March 1. By knowing the required course materials and having a copy of the syllabi, the Department office will be able to respond to requests for information from units like the Office of Disability Services should such a need arise.

### **Required Disclaimer**

The DEPARTMENT FACULTY WORK LOAD POLICY and POLICY ON

FACULTY DUTIES AND RESPONSIBILITIES do not constitute contractual obligations. Fluctuations in demands and resources in the department and individual circumstances of faculty members may warrant temporary deviations from policy.

### **Distribution of Faculty Duties and Responsibilities**

The university's policy with respect to faculty teaching load is set forth in the [Office of Academic Affairs Policies and Procedures Handbook](#).<sup>4</sup> The information provided below supplements these policies.

The following listing separates the three traditional academic functions of teaching, scholarship, and service; in actuality these functions are interactive: research activity informs the teaching and service roles, while these latter two frequently help identify areas in which new knowledge needs to be sought. It may be useful to remind the community at large that faculty who secure external research funding thereby enhance the teaching function: their own research support releases funds to provide additional teaching personnel as well as to support tuition costs for qualified students.

### **Teaching and Advising 35-50%**

- Lecture/Discussion
- Design, Performance and Production Laboratories
- Course Preparation and Development
- Grading
- Teaching Office Hours
- Individual Coaching and Tutoring
- Supervision of Independent Studies
- Supervision of Undergraduate and Graduate Theses
- Production Instruction and Coaching
- Colloquium/Symposium Development
- Student Placement
- Program Management:
  - Admissions/Auditions
  - Curriculum Monitoring
- Advising:
  - B.A., M.A., M.F.A., Ph.D.
- Developing and Disseminating Instructional Materials
- Recruiting Undergraduate and Graduate Students

Average course load is 4 courses per academic year (2 per semester). Course load also considers the type of class (lecture, lab, practicum) as well as the typical student enrollment.

Independent Study, Thesis, and Dissertation advising are assigned in addition to the course load. However, reduction of the normal teaching load should be given from time to time for accumulated credits in these areas.

**Advising:** Each faculty member averages fifteen undergraduate and five graduate advisees.

**Deviations:** Faculty who serve as Director of Graduate Studies or as Director of Undergraduate Studies each have course loads reduced by one course per year. Assignments in the Departmental production program as Director, Designer, Technical Director, Dramaturg, Actor, Voice Coach and Movement Coach may result in a reduction of one course per year. In unusual circumstances, a faculty member may elect (with the agreement of the Department Chair) to teach additional courses beyond their customary work load per year.

**Research/Creative Activity and Scholarship: 20-40%**

- Designing and Preparing Research Proposals
- Professional Coaching
- Funding Development
- Project Management
- Research Materials Collection and Analysis
- Reviewing Manuscripts/Proposals
- Dramaturgical Research
- Disseminating Research Findings Through:
  - Writing/Publication
  - Journal Editing
  - Performance
  - Design
  - Directing
  - Exhibition
  - Screenings
  - Script Writing and Editing
  - Production Activities

Faculty are expected to maintain professional activity on an annual basis as articulated in the Appointments, Promotion and Tenure Document. The Department of Theatre recognizes the creation, performance and exhibition of theatrical production and video art as creative research.

**Service and Management: 15-35%**

- Department, College and University Committees
- Community Service
- Professional Organizations
- Development (Fund Raising)
- College Service
- Continuing Education

All faculty are expected to participate in service activity which is generally defined as (but not limited to) administrative, curricular and committee work for the department, college, and university; service to the profession (jurying exhibitions and performances, conducting auditions and portfolio reviews,

reviewing grant proposals, serving as an officer in professional organizations, etc.); and service to the local, national and international theatre and film/video community. The average faculty member spends approximately five to eight hours per week in service.

## **B. Special Assignments**

The Department of Theatre does not have any policies that supplement college and university policies with regard to Special Assignments (SAs). (See section XII.D Special Assignments)

## **X. COURSE OFFERINGS AND TEACHING SCHEDULES**

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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 and to advance the mission of the department. 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. In accordance with [Faculty Rule 3335-8-16](#),<sup>5</sup> a scheduled course that does not attract the minimum number of students required (those numbered below 3000 in which fewer than twelve students are enrolled and those numbered 3000 and above in which fewer than eight students are enrolled) 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.

### **A. Syllabi**

Both instructors and students need to realize that a syllabus plays the role of a contract, outlining the various responsibilities to be successful in a course. The syllabus sets the tone for the course. The minimum standards for syllabi in the Department of Theatre syllabi include:

- Instructor's contact information, including name, location, phone, e-mail, and office hours – Graduate Teaching Associate contact as well when appropriate
- Course title, number, credit hours, meeting days and times, and classroom location
- Course description, goals and learning objectives, prerequisites
- If the course is a GE course, it must include the following:
  - the GE category or categories it fulfills
  - the "GE Expected Learning Outcomes" boiler plate language pertaining to the appropriate area(s)
  - a statement beneath these that explains how the course will satisfy the stated Expected Learning Outcomes
- A statement on learning outcomes and the course plan for assessment

- Required texts (full bibliographical information), course packets, and supplies, and where they can be purchased
- List of texts on reserve in the library and where the reserve desk is located
- Detailed calendar for the course, including a weekly outline of readings and homework, exams, and date, time, and location of the final
- Length and format of all papers, homework, laboratory assignments, and examinations
- Class attendance policy
- How class attendance and participation are included in the grade, and what is expected of students in order to be successful in this area
- Grading information, indicating the percentages assigned to various requirements and overall grading scale

NOTE: "Participation - Involvement – Growth" should not exceed 20% of the grade and should have demonstrable points of measure

- The following statement on academic misconduct:  

“It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. The term “academic misconduct” includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee (Faculty Rule 3335-5-487). For additional information, see the Code of Student Conduct [http://studentlife.osu.edu/pdfs/csc\\_12-31-07.pdf](http://studentlife.osu.edu/pdfs/csc_12-31-07.pdf).”
- The following statement about disability services (16 point font):  

“Students with disabilities that have been certified by the Office for Disability Services will be appropriately accommodated and should inform the instructor as soon as possible of their needs. The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307, TDD 292-0901; <http://www.ods.ohio-state.edu/>.”

- If the syllabus is standard for several sections, include the name and contact information for the course coordinator
- A separate sheet may be included from the GTA or recitation leader with the contact information and individual policies for courses with several sections
- The phone number for University Escort Service, 292-3322

One copies of each course syllabi prepared by a faculty member shall be filled in the Department Office by the end of the Monday of the second week of classes.

## **B. Grade Reports**

Grading and the recording and reporting 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 of offer.

## **XI. ALLOCATION OF DEPARTMENT RESOURCES**

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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.

In addition to salary, faculty may be allotted funding annually for professional development. These funds may be used for travel to professional meetings or workshops or for funding scholarship and/or other creative work. This funding is contingent upon annual departmental budget allocations.

Faculty have computers, phones, access to limited office supplies, and equipment to effectively carry-out their teaching and service. Office, teaching, production and research space shall be allocated on the basis of department priorities and may be reallocated periodically as priorities change. Changes to or modifications of space must be approved by the Chair prior to their execution.

Faculty may also apply in writing to the chair for additional funds to support research, guest artists and other special projects that benefit the department. Faculty members approved for additional departmental funding are required to submit a one-page report at the completion of the funded activity outlining how the funds were spent and how this benefitted the department.

## XII. LEAVES AND ABSENCES

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The University's policies with respect to leaves and absences are set forth in the [Office of Academic Affairs Policies and Procedures Handbook](#) and [Office of Human Resources Policies](#)<sup>6</sup> website. The information provided below supplements these policies.

### A. Discretionary Absence

Faculty are expected to complete a [University Business Leave](#)<sup>7</sup> form 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 [Application for Leave](#)<sup>8</sup> 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](#).<sup>9</sup>

### 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 the [Office of Academic Affairs Policies and Procedures Handbook](#).

### D. Special Assignments

Information on special assignments is presented in the [Office of Academic Affairs Policies and Procedures Handbook](#) at <http://oaa.osu.edu/assets/files/documents/specialassignment.pdf> The information provided below supplements these policies. The Department encourages faculty members to apply for Faculty Professional Leave (FPL)

and Special Assignment (SA) leaves of absence to enhance their Research/Creative Activity and endorses the notion that this will increase the faculty members' value to this department. The following unranked factors will be taken into consideration by the Promotion and Tenure Committee and the Department Chair when recommending a faculty member for such a leave: Promotion and Tenure status, value of the project to the individual and to the Department, quality of plans to cover classes and other administrative, advising, and production responsibilities of the faculty member who will be absent.

Untenured faculty will normally be provided an SA during their probationary period. Reasonable efforts will be made to provide SA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department, and the need to assure that sufficient faculty are always present to carry out department work.

Faculty members who desire an SA should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. Normal timetable for submitting an application for a SA for the following academic year is December 15. The applicant should submit one original and four copies of the Department of Theatre SA Application form, which is available from the Departmental Office, to the Promotion and Tenure Committee. The Promotion and Tenure Committee will review the SA application and make a recommendation to the Department Chair. The Department Chair conducts his/her own review taking into consideration the committee's recommendation. The request is forwarded by the Department Chair to the Dean of the College for final approval. The chair will normally announce decisions regarding SAs for the next academic year no later than March 1 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility. Each recipient shall, within two months after returning from a SA will submit to the Department Chair and the Dean a statement summarizing work completed while on leave.

An SA may be completed on campus or away from campus; faculty members on SAs are expected to make arrangements to participate in personnel meetings and to advise graduate students. The standard service obligations for regular faculty members also apply.

## **E. Faculty Professional Leave**

Information on faculty professional leaves is presented in the [Office of Academic Affairs Policies and Procedures Handbook](http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf) at <http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>. The information provided below supplements these policies. A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Assignment and may be one or two semesters in length for 9-month faculty and one, two or three semesters in

length for 12-month faculty. FPLs of more than one semester 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.

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 December 15 of the preceding year, except when the development of an unexpected opportunity precludes such timing.

All leave requests are peer reviewed by the Promotion and Tenure Committee, evaluated as to the appropriateness of the request in light of the faculty members research/creative activity profile, and priority ranked in the context of the department's mission. This ranked list is then submitted to the department chair for consideration in formulating the recommendation to the dean. 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.

Faculty who are on Faculty Professional Leave may participate in Departmental governance during the leave if they are in residence; however, the primary responsibility during the leave is to take advantage of the research opportunity and to use the time for study and reflection. The Department of Theatre does not require that faculty participate in governance during this protected time.

### **XIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY**

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The university's policies with respect to supplemental compensation and paid external consulting are set forth in the [Office of Academic Affairs Policies and Procedures Handbook](#). 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.

### **XIV. FINANCIAL CONFLICTS OF INTEREST**

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The university's policies with respect to financial conflicts of interest is set forth in the [Office of Academic Affairs Policies and Procedures Handbook](#). The information provided below supplements these policies. 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.

## **XV. PROCEDURES**

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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 (see [Office of Academic Affairs Policies and Procedures Handbook](#)).

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact [Consulting Services in the Office of Human Resources](#).<sup>10</sup>

### **B. Faculty Misconduct**

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in [Faculty Rule 3335-5-04](#).<sup>11</sup>

### **C. Faculty Promotion and Tenure Appeals**

Promotion and tenure appeals procedures are set forth in [Faculty Rule 3335-5-05](#).<sup>12</sup>

### **D. Sexual Harassment**

The university's policy and procedures related to sexual harassment are set forth in [OHR Policy 1.15](#).<sup>13</sup>

### **E. 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](#).<sup>14</sup>

The Code of Student Conduct is [Faculty Rule 3335-23](#).<sup>15</sup>

## **XVI. UNIVERSITY CLOSING**

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When the University officially closes (in weather emergencies, for national holidays, or other such occasions), the Department offices, studios and theatres are also officially closed unless otherwise indicated in the announcement from the University officials. Graduate Teaching Associates and Work-Study students are expected to consult with their supervisors and to make up missed work at the next available opportunity. No rehearsal or production activities can be conducted during university closings.

## APPENDIX A. LEARNING FOR A LIFETIME

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The Department of Theatre adopts the following statement as a preamble to our mission, approved by the ATHE Board of Governors in January 1997:

### **THEATRE STUDIES IN HIGHER EDUCATION: LEARNING FOR A LIFETIME**

*An education in theatre and performance studies gives students useful tools to contribute to and create positive changes in the public as well as the private sphere. Theatre in higher education creates not only strong theatre artists, and articulate theatre educators, but also effective public leaders and compassionate visionaries in all professions.*

*Theatre in higher education encourages students to understand the unique history, theory and practice of theatre and performance through intellectual and experiential investigation. Students engage in academic coursework in the history and theory of theatre and drama, the study of acting and directing, the exploration of performance and cultural studies, the art of theatrical design and stage technology, the business of theatre administration, and the examination of related interdisciplinary topics such as anthropology, music, English, psychology and dance. Theatre in higher education enables students to learn about diverse historical eras, communities, styles of production, technologies, and playwrights through various types of artistic productions. Theatre in higher education creates opportunities for crossing cultures within the theatrical experience. It challenges students to investigate cultural performances onstage and off, and to imagine new avenues for the creative spirit. The major in theatre arts or performance studies prepares students to pursue professional goals as artists and educators. They may choose careers as teachers, actors, directors, playwrights, critics, dramaturgs, designers, administrators, and managers. These careers can be pursued within the academy, performing arts organizations, related non-profit organizations, and the media.*

*Theatre in higher education also provides students with crucial life skills which they can use in a wide range of professions as well as in their day-to-day relationships with others. Theatre and performance studies allow students to think precisely in the moment, to speak confidently in public, to write with clarity and intelligence, and to work productively with others, thereby providing them with useful skills for a host of other professions, including business, government, law, journalism, the natural and social sciences, economics, languages and literature, the fine arts, industry, and related disciplines. Theatre and performance studies majors learn to grasp complex problems and produce imaginative solutions, to explore alternative goals and investigate the various means of achieving them, to establish long-range objectives and develop the discipline, organizational skill, artistry, and self-assurance to achieve those objectives. Because the theatre is a collaborative art, students acquire skills in interpersonal communication and group problem-solving. Because performance is an interdisciplinary pursuit, students learn to coalesce research and insights*

*from a rich variety of sources. Theatre in higher education answers today's market demand for skills in creative, critical, and collaborative thinking.*

*Theatre in higher education increases students' cognitive abilities. Students' intuitive perceptive capacities-qualities highly valued by the best business managers-are awakened by theatre training. Psychologist Howard Gardner posits a theory of multiple intelligences which states that each individual learns through seven intelligences: linguistic, logical/mathematical, visual/spatial, kinesthetic, musical, interpersonal, and intrapersonal. Theatre education cultivates all of these intelligences. Through experiential learning, students increase their interpersonal skills, including the ability to notice and make distinctions among others' moods, temperaments, motivations and intentions. They also build strong intrapersonal skills, including the ability to access, understand, and discriminate among one's own feelings. This process creates self-aware, motivated, perceptive and passionate communicators. As a result, students have a sense of connectedness to their own lives and the lives of others.*

*Theatre and performance can help transform human beings by acknowledging and celebrating the cultures and contributions of diverse communities; helping people learn to live in relation to one another; empowering all participants in the art-creators and audience members-to act on and change the conditions of their lives. Creating and participating in theatre is an act of courage-each human being who encounters theatre is encouraged to imagine. And through the imagination, we can make significant, constructive changes in our communities.*

## APPENDIX B. HYPERLINKS

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- <sup>1</sup> Faculty Rule 3335-5-19: <http://trustees.osu.edu/rules/university-rules/rules5/ru5-19.html>
- <sup>2</sup> Faculty Rule 3335-3-35: <http://trustees.osu.edu/rules/university-rules/rules3/ru3-35.html>
- <sup>3</sup> Faculty Rule 3335-6: <http://trustees.osu.edu/rules/university-rules/rules6.html>
- <sup>4</sup> Office of Academic Affairs Policy and Procedures Handbook: <http://oaa.osu.edu/handbook.html>
- <sup>5</sup> Faculty Rule 3335-16-17: <http://trustees.osu.edu/rules/university-rules/rules8/ru8-16-17.html>
- <sup>6</sup> Office of Human Resources (OHR) Policies: <http://hr.osu.edu/policy/>
- <sup>7</sup> University Business Leave Form: <http://busleave.osu.edu/>
- <sup>8</sup> Application for Leave Form: <http://eleave.osu.edu/>
- <sup>9</sup> OHR Policy 6.27 – Paid Leave Programs: <http://hr.osu.edu/policy/policy627.pdf>
- <sup>10</sup> OHR Consulting – Employee and Labor Relations: <http://hr.osu.edu/elr/>
- <sup>11</sup> Faculty Rule 3335-5-04: <http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html>
- <sup>12</sup> Faculty Rule 3335-5-05: <http://trustees.osu.edu/rules/university-rules/rules5/ru5-05.html>
- <sup>13</sup> OHR Policy 1.15 – Sexual Harassment: <http://hr.osu.edu/policy/policy115.pdf>
- <sup>14</sup> Committee on Academic Misconduct: <http://oaa.osu.edu/coam.html>
- <sup>15</sup> Code of Student Conduct: <http://trustees.osu.edu/rules/code-of-student-conduct.html>