PATTERN OF ADMINISTRATION

DEPARTMENT OF ARTS ADMINISTRATION, EDUCATION AND POLICY

College of Arts and Sciences

The Ohio State University

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PATTERN OF ADMINISTRATION FOR THE DEPARTMENT OF ARTS ADMINISTRATION, EDUCATION and POLICY

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I Introduction

This document provides a brief description of the Department of Arts Administration, Education and Policy 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* must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. In keeping with Faculty Rule 3335-3-35(C)(2), within the first year of their appointment or reappointment, the department chair shall review the Pattern of Administration in consultation with the faculty. Any revisions shall be made with broad faculty input, obtained in a manner consistent with the department's established practices and procedures [e.g. faculty meetings for open discussion, online forms for imput]. At other times, revisions may be proposed by the department chair or recommended to the department chair by unit committees or members of the faculty. The process for revision is the same as above. Changes will be disseminated to Department faculty until sufficient changes have accumulated to warrant printing and distributing a complete new document. 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 Arts Administration, Education and Policy is a robust, innovative, and welcoming community that prepares educators, researchers, administrators, and policymakers in the fields of arts education, arts management, museum education, and cultural policy. We leverage the arts to prepare leaders and critically engaged citizens who generate creative responses to the social and cultural needs of a broad range of stakeholders. Foundational to AAEP's excellence is its recognition of the varying voices and perspectives that make the Arts a vibrant ecosystem.

The core goals of the Department of Arts Administration, Education & Policy are:

- To empower students to function as critically engaged citizens with and through the arts, in ways that improve the well-being of our local, state, national, and global communities
- To prepare leaders for research and practice in arts education and all aspects of the creative economy through integrated, multifaceted programs as well as collaborations within and outside of the University
- To serve as a local, national, and international leader in advancing public interest regarding education, cultural policy, and justice in the arts
- To foster social change and uphold equal rights through collaborative efforts in the areas of research, teaching, and service through the arts and the creative economy

III Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns.

IV Faculty and Voting Rights

Faculty Rule 3335-5-19 defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For the purpose of governance, the faculty of the Department of Arts Administration, Education and Policy include tenure-track faculty and teaching faculty with compensated FTEs of at least 50% in the Department and a tenure home or primary appointment in the department.

The Department of Arts Administration, Education, and Policy makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of department governance.

The Department of Arts Administration, Education and Policy makes teaching faculty appointments. Teaching faculty titles are assistant teaching professor; associate teaching professor; and teaching professor.

On October 23, 2023, Department of Arts Administration, Education and Policy faculty voted to extend governance rights to teaching faculty. Teaching faculty may vote in all matters of Department governance except tenure-track faculty promotion and tenure decisions. Teaching faculty may participate in discussions of teaching faculty matters including promotion reviews.

Any teaching faculty member appointed by the unit may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in Faculty Rule 3335-7-11(C)(2).

A Teaching Faculty Appointment Cap

This Department's appointment cap on teaching faculty in relation to the total of tenure-track, teaching and research faculty is established in the college pattern of administration. Teaching faculty may comprise no more than 20% of the tenure-track faculty in AAEP.

The Department of AAEP makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, lecturer titles, and visiting titles.

Associated faculty 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.

Emeritus faculty in this department are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, 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 Services and Staff

Department of Arts Administration, Education and Policy has four office staff positions: Program Assistant, Academic Program Coordinator, and HR/Fiscal Office Manager, Director of Field Experiences, in charge of student teaching.

A Program Assistant

The Department's Program Assistant provides administrative and program support for the Department of Arts Administration, Education and Policy, an academic unit committed to programs that educate art teachers, arts administrators, and policy makers; they assist the Department Chair in coordination and implementation of Department initiatives, planning, and special projects; provides administrative support to Department Chair; provides academic support and customer service to faculty, staff, students, vendors, as well as other university personnel and the general public; serves as WorkDay support to assist students in initiating student travel and purchasing; WorkDay Initiator for department supply and service purchases; backup office support for Department; plans and coordinates special events for the Department; coordinates and creates digital communications for Department; assists with marketing initiatives on social media and other platforms; supervises student workers.

B Academic Program Coordinator

The Academic Program Coordinator manages the functions of the Graduate Studies Program and the Digital Learning Program in the Department of Arts Administration, Education and Policy; independently responds to inquiries from students, faculty and public; coordinates graduate admissions process; troubleshoots student related curricular problems; serves as graduate major advisor, working with faculty advising team; advises graduate students on program requirements, deadlines, and other procedures; prepares reports; maintains statistics and databases; advises students; coordinates exams and MA and PhD defenses; revises graduate studies handbook annually; prepares recruitment material; serves as primary contact for and liaison to other student offices on campus, including the Graduate School, in regards to graduate student matters; inputs course schedule in SIS; updates and organizes Department website; serves as primary contact for students in the Online Master's Degree program and the ODTI office; manages marketing for the Online Master's program; provides administrative support to the Graduate Studies Chair and the Digital Learning Chair.

C Fiscal Office Manager

The Department's Fiscal Office Manager serves as Department Office manager and advisor to the Chair in the Department of Arts Administration, Education and Policy; they manage all budgets for the Department; manages equipment and administrative functions; monitors fiscal and HR activity; establishes controls to maintain budget limitations; collaborates with Department Chair to prepare budget projections and plans; maintains fiscal records; prepares budget reports; advises Chair regarding finances and reports; reconciles fiscal data and reports; designs, analyzes and maintains fiscal data and databases; hires, trains, supervises, evaluates, and assigns workload to staff and student employees; analyzes personnel activity and personnel data to advise Chair in decision-making; maintains personnel databases and HR records; prepares HR forms and documentation; resolves operating problems and employee relations issues;; acts on behalf of the Chair with general authority to approve business transactions and administrative policies and procedures; serves as liaison between the Department and the college office and the business service center; and reports to Department Chair; assists Chair with special projects.

D Director of Field Experiences

The Department's Director of Field Experiences monitors all aspects of the licensure students' student teaching, other clinical or applied learning experiences. The Director of Field Experiences selects and in-services appropriate Cooperating Teachers and schedules student teaching site experiences for all of the licensure students with these teachers within a reasonable distance of the OSU campus and monitors all Teaching Associates who act as Student Teacher Supervisors in the field. The Director of Field Experiences troubleshoots problems at the student teaching sites and mediates problems with the assistance of the Undergraduate and Licensure Programs Committee and the Department Chair if necessary. The Director of Field Experiences reports to the Department Chair and is assigned to the Undergraduate/Licensure Committee. The Director of Field Experiences teaches courses within the Department Undergraduate/Licensure Program and plans the annual orientation for incoming licensure students. In addition, they collect and maintain data on students enrolled in clinical and applied learning experiences.

VI Overview of Department Decision-Making

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

VII Department Administration

A Chair

There shall be a Chair of the Department who shall be administrative head. The primary responsibilities of the Chair are set forth in Faculty Rule 3335-3-35. 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, also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

The Chair shall consult with the faculty on all important policy matters and such consultation will, whenever practicable, be undertaken at a meeting of the faculty as a whole. The Chair will generally seek the advice of the Department's Executive Committee and other relevant faculty committees before submitting important matters to a meeting for the faculty as a whole.

Other responsibilities of the Chair, not specifically noted elsewhere in this *Pattern of Administration*, are as follows:

- To uphold expectations of the Leadership Philosophy:
  - Uphold Ohio State's Shared Values and engender trust through words and actions.
  - Care for people and create conditions for well-being and productivity.
  - Set clear direction and goals for their teams and align to the mission of the department.
  - Solve problems and support their teams to adapt to changing contexts.
  - Drive cross-functional collaborations to advance goals of the department.
  - Demonstrate commitment to continuous growth for themselves and their teams.

- To 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 assign workload according to the department's workload guidelines (see Section IX) and faculty appointment type (and rank).

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

- To evaluate faculty members annually in accordance with both University and Department 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.

- After consultation with the eligible faculty, to recommend appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the Department

faculty to the dean of the college, in accordance with procedures set forth in Faculty Rules 3335-6 and 3335-7 and 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 maintain a curriculum vitae for all personnel teaching a course in the Department's curriculum.

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

- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.

- To facilitate and participate in prescribed academic program review processes, in collaboration with the dean of the college and the Office of Academic Affairs.

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 of Administration*, 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.

B Other Administrators

Graduate Studies Chair

The Graduate Studies Chair is appointed by the Department Chair, heads the Department's Graduate Studies Committee (GSC), and facilitates Graduate Committee meetings. The Graduate Studies Chair is responsible to the Department's graduate program in all its aspects: student recruiting, variety in the selection and retention of students, orientation and advising, advising the Chair on teaching assistantships and summer appointments, curriculum, examinations, maintaining records, and the annual review of each student's academic progress and performance of teaching duties. The Graduate Studies Chair is responsible for making sure the committee's work is guided by Ohio State's Shared Values. The Graduate Studies Chair recommends Barnett Fellow appointments in consultation with the Department Chair and the APA faculty. The Graduate Studies Chair also serves on the Department's Executive Committee. The Graduate

Studies Chair attends the college-wide meetings for Graduate Studies and reports back to the faculty. The Graduate Studies Chair is a three consecutive year term and is reviewed annually by the Department Chair. The position may be reassigned to another faculty member at the discretion of the Department Chair. The Department Chair can also renew the appointment for another term.

Undergraduate and Licensure Studies Chair

The Undergraduate and Licensure Studies Chair is appointed by the Department Chair and facilitates Undergraduate and Licensure Studies programs, student applications, student scholarships, the General Education program, the GTA Program, and academic assessment requirements. The Undergraduate and Licensure Studies Chair is responsible for the Department's Bachelor of Art Education (BAE) licensure program and the Bachelor of Arts in Arts Management (BAAM) degrees in all aspects: student recruiting, variety in the selection and retention of students, orientation and advising, curriculum, maintaining records, and the annual review of each student's academic progress. The Undergraduate and Licensure Studies Chair is responsible for making sure the committee's work is guided by Ohio State's Shared Values. The Undergraduate and Licensure Studies Chair works with the Department of Teaching and Learning in the College of Education and Human Ecology to ensure that Ohio's teacher licensure requirements are met. This person also serves on the Department's Executive Committee. The Undergraduate and Licensure Studies Chair is a three consecutive year term and is reviewed annually by the Department Chair. The position may be reassigned to another faculty member at the discretion of the Department Chair. The Department Chair can also renew the appointment for another term.

Digital Learning Chair

The Digital Learning Chair is appointed by the Department Chair and oversees the undergraduate and graduate DL/DH degree programs, certificates, courses, and DL/DH micro-credentials offered by the department. The Digital Learning Chair ensures that the DL/DH designated courses meet the Quality Matters standards, Ohio State's minimum digital accessibility standards, and programmatic learning outcomes and needs. They assess student performance and programmatic outcomes, and advise the Department Chair on digital learning curriculum, enrollment planning, and marketing. In addition, the Chair of Digital Learning performs teaching duties, monitors students' academic progress, and responds to concerns related to academic performance, academic conduct, and student complaints. The Digital Learning Chair is responsible for the Online MA in Art Education program, including recruiting, variety in the selection and retention of students, admissions, orientation, advising, curriculum, course design ("shells"), online student graduate examinations, maintaining records, and faculty professional development. The Digital Learning Chair is responsible for making sure the committee's work is guided by Ohio State's Shared Values. The Chair of Digital Learning works with AAEP's Academic Program Coordinator, Graduate Studies Chair, Undergraduate and Licensure Studies Chair, GTA supervisors, AAEP faculty and instructors who teach DL courses, OTDI, ASC's Office of Digital Learning, Dean of Online Learning, and reports to AAEP Department Chair. The Chair of Digital Learning represents AAEP's digital learning programs and initiatives at College and University meetings; attends meetings with ASC Digital Learning, ASC Marketing,

and OTDI, and serves on AAEP's Executive Committee. The Digital Learning Chair is a three consecutive year term and is reviewed annually by the Department Chair. The position may be reassigned to another faculty member at the discretion of the Department Chair. The Department Chair can also renew the appointment for another term.

Committee on Shared Values Chair

The Committee on Shared Values Chair is appointed by the Department Chair and facilitates an ongoing review of the Department's activities in the areas of Excellence and Impact, and Innovation, Inclusion and Equity, Care and Compassion, and Integrity and Respect. The Chair commits to understanding the College and University goals and identifies ways that AAEP's work impacts the success of these goals. The Chair is responsible for ensuring AAEP's engagement in activities that promote collaboration, knowledge sharing and mentoring, physical and emotional well-being, and improving workplace relationships and culture in both remote and on-site settings. The Committee on Shared Values Chair is a three consecutive year term, and is reviewed annually. The position may be reassigned to another faculty member at the discretion of the department chair. The department chair can also renew the appointment for another term.

Chair of the Eligible Faculty (i.e. P&T Chair)

The selection and duties of the chair of the Committee of the Eligible Faculty is described in this department's Appointments, Promotions, and Tenure document.

In addition to the promotion process, the P&T Chair oversees peer-teaching evaluations and assists the Department Chair with annual reviews of untenured faculty. Peer teaching review criteria and procedures are established and implemented by the committee.

C Committees

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

The Department has six standing committees: Graduate Studies Committee, Undergraduate and Licensure Studies Committee, Digital Learning Committee, Committee of Eligible Faculty, Shared Values Committee and Executive Committee. The Department also has ad hoc committees as the Department Chair or Executive Committee deems helpful. All committees are advisory to the Chair and to the Department faculty, except with regard to routine administrative matters within their purview. Except as indicated below, all committee members are appointed by the Department Chair for one-year terms commencing autumn semester. The Chairs of five of the standing committees (Graduate Studies Committee, Undergraduate and Licensure Studies Committee, Digital Learning Committee, and Shared Values Committee) are appointed by the Department Chair, not including the Executive Committee, which is headed by the Department Chair. Every effort will be made to balance committee membership across ranks, where applicable, and across gender and ethnic origin.

Graduate Studies Committee

The Graduate Studies Committee (GSC) is responsible for all matters affecting graduate studies, as specified in the *Graduate School Handbook* and the *Department Graduate Program Handbook*. The committee establishes graduate policy and curriculum by simple majority vote. A quorum is half of the committee membership. The Chair of the GSC then brings their recommendations/decisions on these matters before the entire faculty for a vote to implement changes in policy and graduate programs. The GSC is also responsible for selecting and accepting students into the graduate programs and appointing Graduate Teaching and Research Associates. The GSC also selects departmental applicants for University Fellowships and departmental awards. At least three faculty members are appointed by the Department Chair to serve on the GSC.

Undergraduate and Licensure Studies Committee

The Undergraduate Licensure Studies Committee (UGLS) is responsible for all matters affecting the Bachelor of Art Education degree (BAE) and the Bachelor of Arts in Arts Management degree (BAAM). This committee is also responsible for selecting and accepting students into these programs. The committee selects applicants for departmental scholarships and awards. The committee establishes undergraduate policy and curriculum by simple majority vote. A quorum is half of the committee membership. The Chair of UGLS then brings their recommendations/decisions on these matters before the entire faculty for a vote to implement changes in policy and programs. At least three faculty members are appointed by the Department Chair to serve on the Undergraduate and Licensure Committee.

Digital Learning Committee

Digital Learning Committee (DLC) is responsible for all matters affecting AAEP digital learning and for assuring that AAEP's DL/DH courses and programs meet University, College, and Department expectations for quality digital learning (e.g., Quality Matters). AAEP digital learning includes graduate and undergraduate distance learning (DL) and distance enhanced (DH) courses, DL/DH degree programs and certificates, Scarlet Canvas, online micro-credentials, and Ohio State's digital accessibility policy. New DL/DH courses require the approval of AAEP's DLC and the undergraduate and graduate committees. The committee reviews existing DL/DH courses and shells.

The committee establishes digital learning policy and curriculum by a simple majority vote. The quorum is half of the committee membership. The Chair of AAEP Digital Learning Committee then brings their recommendations/decisions on these matters before the entire faculty for a vote to implement changes in policy and programs. At least three faculty members are appointed by the Department Chair to serve on the DLC. AAEP's Academic Program Coordinator and the Director of Digital Learning Advising, Field Experiences, and Capstone Projects serve on AAEP's DLC.

Committee of the Eligible Faculty

The Committee of the Eligible Faculty is composed, as appropriate to the case under consideration, of all tenured faculty, all tenure-track faculty, and all teaching faculty. The primary responsibility of this committee is to provide service for fourth year and promotion and tenure reviews under the guidance of the Chair of the Eligible Faculty.

Committee on Shared Values

The Committee on Shared Values establishes Department policy as guided by Ohio State's Shared Values. The committee is responsible for finding, developing and presenting opportunities for departmental learning and growth that align with the OSU's Shared values, principles and behaviors. At least three faculty members are appointed by the Department Chair to serve on the Committee.

Executive Committee

The Executive Committee is composed of the Department Chair, the chairs of the Undergraduate and Licensure Committee, the Chair of the Graduate Studies Committee, the Chair of the Eligible Faculty, and a faculty member elected from the faculty at large. These individuals meet with the Department Chair to discuss and give advice on all matters affecting the Department. This includes the appointment of such *ad hoc* committees as may be thought desirable (including search committees); decisions regarding teaching assignments, course scheduling; Faculty Professional Leaves (FPL) and Special Assignments (SA); budgetary matters; and setting agendas for faculty meetings.

Ad Hoc Search Committees

For each open faculty position, a Search Committee will be appointed by the Department Chair with the advice of the Executive Committee. The Executive Committee is to make recommendations to the faculty and the Department Chair regarding the definition of the position, and the recruitment and hiring of new faculty. The Search Committee conducts the search in accordance with the SHIFT framework and the OAA Policy on Faculty Recruitment and Selection.

D. Department Center

The Lawrence and Isabel Barnett Center for Integrated Arts and Enterprise was established in 2013. The Lawrence and Isabel Barnett Center for Integrated Arts and Enterprise educates and prepares students for successful careers in the arts and related entrepreneurial fields. The center advances and increases students' understandings of the business side of the arts and the worlds of arts management, policy, and culture by focusing on the entrepreneurial aspects of the arts. The center collaborates with the Fisher College of Business, Moritz College of Law, and multiple departments within the College of Arts and Sciences. Guests from local, regional, and national arts organizations provide leadership to students through the bi-annual Barnett Symposium and Barnett Speaker and Seminar series. The center contributes to the curricular offerings focused on arts entrepreneurship and arts management by offering programs, working with graduate students across disciplines, and housing the Barnett Fellows.

Administrative oversight of the center is performed by the Department Chair in consultation with the Divisional Dean of Arts & Humanities. The Department Chair appoints a center director, normally to a four-year term, and an Advisory Committee. The director is responsible for implementation of programming, publicity, and supervision of budgetary matters. Programming is designed by members of the Advisory Committee and the department.

VIII Faculty Meetings

The Department shall meet on the call of the Department Chair at least once each semester, and not less than three times during the academic year (between the start of Autumn Semester and the end of Spring Semester). The Department Chair will provide to the faculty a schedule of faculty meetings at the beginning of each academic term. The dates of faculty meetings are distributed by e-mail to all faculty and the student representatives.

Faculty meeting agendas are established by the Chair in conjunction with the Department Executive Committee. A meeting of the faculty will also be scheduled on written request of 25% of the faculty. The Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request.

The Chair shall maintain minutes of all faculty meetings and a record of all other actions covered by the *Pattern of Administration*. These minutes will be distributed to faculty in advance of the next faculty meeting. 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. An elected representative of Arts Priori (student organization representative of all Department graduate programs), and an elected representative of the Department's undergraduate student body may attend faculty meetings and participate in deliberations, except on personnel matters, but may not vote. Other individuals may attend the meetings by invitation of the Chair.

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 department 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 eligible to vote cannot be achieved on behalf of any position, the Chair will necessarily make the final decision. Whenever majority faculty rule is not followed, the Chair shall explain the reasons for the departure to the faculty. This explanation shall be communicated to the faculty in writing or at a faculty meeting,

with an opportunity provided for faculty to comment, and where possible, the explanation shall be provided before the end of the meeting. The explanation shall outline the decision of the majority of the faculty, the decision of the Chair, and the reasons for the difference.

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

IX Distribution of Faculty Duties, Responsibilities, and Workload

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

During on-duty periods, faculty members are expected to be available for interaction with students, research, and Department meetings and events, and other responsibilities even if they have no formal course assignment. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours in order to be readily available to students. At least one office hour per week per course is required. Office hours can be held remotely or in person. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XII) or on approved travel.

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

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the Department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. The Chair is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment. Variations in scholarly activity, formal classroom/distance education instruction, and service activity will be balanced accordingly to assure a reasonably equitable distribution of responsibilities among faculty.

While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the Chair assigns teaching and in most cases departmental service. In making these assignments, the Chair must balance the needs of the Department with the preferences of

the faculty members within the context of the department's policy on faculty duties and responsibilities described below.

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 department chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the university's Policy on Outside Activities and Conflicts.

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the Department Chair to take into account the impact over time of the crisis. These adjustments may include modifying research expectations in order to maintain teaching obligations. These assignment changes must be considered in annual reviews.

A Tenure-track Faculty

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

Teaching

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university guideline, with the remainder of their time allocated to research and service. Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work. All faculty members must do some formal instruction and advising over the course of the academic year.

It is the policy of the Department that all tenured and tenure-track faculty will teach the equivalent of two courses each semester, unless they have a reduction as part of a start-up package or other agreement. It is important that all faculty members teach courses in both the graduate and undergraduate programs where possible. A one-course reduction will be given to faculty members who chair the Undergraduate, Graduate Studies and Digital Learning committees. A two-course reduction will be given to the Department Chair and the Director of the Barnett Center. The Chair, with the recommendation from the Department Executive Committee, may grant a special assignment to faculty members who take on extra service activities unless exempt according to other University policy.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment. 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 professional interests that may not contribute to departmental goals. The **c**hair may decline to approve such requests when approval is not judged to be in the best interests of the department.

The Department Chair is responsible for making teaching assignments on an annual basis, and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the Department.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's Appointments, Promotion, and Tenure Document. The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university workload guideline. The average level of scholarly production includes an established and focused research and/or creative production agenda consistent with the Department's and the University's Mission statement that receives national attention through publications and presentations of the focused research and/or creative production.

Evidence of distinction in research is a strong national and international recognized record of research and publication and/or creative production. It is expected that all faculty will seek internal and external funding for their research. Writing a conceptually substantive grant proposal will be considered the equivalent of preparing an article for publication, but the quality of the grant must also be considered. Specific formats for publication may vary. In all cases, it will be the contribution to the discipline and the quality of the work that will be the determining factors for evaluation.

Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession, and community. The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload according to the university workload guideline. Typically, this will include service on two committees within the

Department and one outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the TIU, college, or university). Probationary tenure track faculty have an adjusted service commitment during their first four years.

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other Department events.

Department faculty on the Columbus and regional campuses are expected to participate in Department, college, university, and regional campus governance in a responsible fashion. Faculty are also expected to participate in professional organizations and/or professional consultation at the state, national, and international levels.

Every member of the Department's faculty is expected to assume their share of responsibility for the governance and function of the Department, College and University. An appropriate amount of professional and community service is also an expectation. Evidence of distinction in service may include abundant student advising, an abundance of administrative tasks, multiple committee work, performance of duties as an officer in professional organizations, organizing colloquia, symposiums, conferences and exhibitions, multiple lectures to local university or lay audiences and regularly providing advice/service to local teachers and arts organizations. In evaluating service, quality and competence are more important than numbers of activities.

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the Department Chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for the AMC Process. The Department Chair should also consider this additional service burden in managing equity of service loads among faculty.

Special Assignments

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

Untenured faculty will normally be offered an SA for research for one semester during their probationary period. Reasonable efforts will be made to award SA opportunities to all other tenure-track faculty members 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 Executive Committee will evaluate all SA proposals and make recommendations to the Department Chair. The Department 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.

Any tenure-track faculty member is eligible who needs one semester or less of released time from teaching in order to concentrate on a scholarly endeavor or to invest in a brief professional development activity, such as a month-long workshop outside of central Ohio. SAs are awarded on a competitive basis within the Department and this decision is made by the Executive Committee. Generally, no more than one SA per two-year period is awarded by the committee. SA determination is made on merit and the sufficiency of faculty on duty at all times to meet obligations to students and other constituencies, and to conduct regular business. In evaluating SA proposals, the Executive Committee must ensure that the plan will both benefit the faculty member and advance the academic mission of the Department and college. SA is only release from teaching. Faculty members on SA are responsible for attending full faculty meetings, service on Department committees, and student advising responsibilities.

B Teaching Faculty

The Department of Arts Administration, Education and Policy appoints teaching faculty. These appointments exist for faculty members who focus principally on the educational needs for the Department of Arts Administration, Education and Policy. Teaching faculty members are expected to contribute to the Department's research and education missions, as reflected by participation in graduate program development and teaching. Teaching faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track.

The standard workload expectations for full-time teaching faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Teaching faculty also engage in academic program leadership and support. Research requirements are dependent on rank, as only teaching professors are required to produce scholarship.

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.

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

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.

D Modification of Duties

The Department of Arts Administration, Education and Policy 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 Sciences' guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the college pattern of administration for details. See also the OHR Parental Care Guidebook and the Parental Leave Policy in Section XII.

A faculty member requesting a modification of duties and the Department Chair should be creative and flexible in developing a solution that is fair to both the individual and the 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, Teaching Schedule, and Grade Assignments

Chairs are expected to generally manage the unit's course offerings and individual faculty teaching schedules. However, the dean and divisional deans are ultimately responsible for course offerings and teaching schedules and assuring that courses needed by students are being offered, class availability is distributed across the day and week, and that minimum class sizes are maintained as required by Faculty Rule 3335-8-16.

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 and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that conflicting course times are to be avoided**.** For Department and General Education courses, full capacity is decided by the course advisor in consultation with the Undergraduate or Graduate Committee and the Chair and enrollment limits will be maintained. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-16 will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by a least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, the department chair may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for

that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XI Allocation of Department Resources

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

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

The allocation of office space will include considerations of faculty teaching, advising, research, and service commitments. Department Graduate Associates (GTAs, GRAs, and GAAs) will share available office spaces.

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

Travel funds will be allocated according to Department availability.

XII Leaves and Absences

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

A Discretionary Absence

Faculty are expected to complete a travel request or a request for absence 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 Department 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 consecutive business days (see Faculty Rule 3335-5-08).

B Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete a request for absence form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the Department Chair know

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.

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.

D Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional 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 to the Executive Committee articulating the purpose and nature of the FPL is appropriate.

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 faulty member, the recommendation of the executive committee, as well as the Department's ability to accommodate the leave at the time requested. The Chair will announce FPLs once the Board of Trustees approves them.

The Department's formal criteria and procedures for reviewing the merits of proposals submitted from tenure-track faculty for an FPL are as follows:

- A faculty member requesting a FPL must submit a proposal to the Department's Executive Committee before the first day of spring semester of the academic year before the leave is requested. The Executive Committee will review the proposal along with the faculty member's history of FPLs. In addition to the research or curricular proposal for the FPL, the faculty member should suggest how their course load could be covered and how their service commitments will be met. The Executive Committee will weigh the merits of each proposal and make their decision on the proposal as expediently as possible.

- In evaluating FPL proposals, the Department places the greatest weight on the merits of the proposal in light of the professional development of the faculty member and the advancement of the academic mission of the Department. Although there are many advantages to spending the FPL at another university, in industry, or at some other appropriate institution, such an appointment is not essential if the plan for the leave is meritorious in its own right.

E Parental Leave

The university, the college, and this Department recognizes the importance of parental leave to faculty members. Details are provided in the OHR Parental Care Guidebook, Paid Time Off Program Policy 6.27, and the Family and Medical Leave Policy 6.05.

XIII Additional Compensation and Outside Activities

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation. Information on paid external consulting is presented in the university's Policy on Outside Activities and Conflicts. The information provided below supplements these policies.

The Department adheres to the University 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 additional compensation must be approved by the Department Chair regardless of the source of compensation. External consulting must also be approved by the Chair. 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 additionally compensated activities and external consulting combined.

Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the Policy on Outside Activities and Conflicts and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

Should a Department faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him/her/them, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's Department Chair and/or dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) the Graduate Studies Committee and/or Undergraduate Studies Committee, depending on the level of the course or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member. This review is meant to determine the appropriateness of the book for the course, and the Committee will make a recommendation to the Department Chair should a conflict or problem be identified.

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

XIV Financial Conflicts of Interest

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

Faculty members with external funding or otherwise required by university policy 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.

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

XV Grievance Procedures

Members of the Department with grievances should discuss them with the Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible.

Content that follows 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 Department Chair and wish to pursue the matter should follow the College of Arts and Sciences' Faculty Salary Appeal process, as described in the college's *Pattern of Administration*. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of the Office of Academic Affairs *Policies and Procedures Handbook*).

Staff members who are not satisfied with the outcome of the discussion with the Department Chair and wish to pursue the matter should contact Employee and Labor Relations in the Office of Human Resources.

B Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05.

C Faculty and Staff Misconduct

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

Any student, faculty, or staff member may report complaints against staff to the Department Chair. The Office of Employee and Labor Relations in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

D Harassment, Discrimination, and Sexual Misconduct

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

1. Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's policy on nondiscrimination, harassment, and sexual misconduct.

E Violations of Laws, Rules, Regulations, or Policies

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

F Complaints by and about Students

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Department Chair, the Chair will first ascertain whether the students require confidentiality or not. If confidentiality is not required, the Chair will investigate the matter fully and as 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.

G Academic Misconduct

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