

**Pattern of Administration
The Ohio State University
School of Music**

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I. Introduction

This Pattern of Administration (POA) specifies the guidelines and procedures of the School of Music (hereafter SOM) at The Ohio State University. These guidelines and procedures necessarily conform to standards established by the university and by the College of Arts and Sciences (hereafter ASC). The SOM POA supplements the [Rules of the University Faculty](#) as well as other policies and procedures of the university to which the school and its faculty are subject.

The university's rules, policies, and procedures, and changes to them, take precedence over statements in this document. When the rules and policies of the university or college change, the POA will be revised accordingly. In addition, the document is reviewed and either reaffirmed or revised every four years, during the first year of appointment or reappointment of the director of the school. If the document is simply reaffirmed, notice is provided to ASC and the Office of Academic Affairs (hereafter OAA). Either may choose to review the document at that time to assure that it is consistent with current university rules and policies. Whenever the document is revised, it must be forwarded to ASC and OAA for review and approval.

References to the "school director" indicate the Director of the School of Music; references to the "dean" indicate the Dean of the College of Arts and Sciences; and references to the "division dean" indicate the Divisional Dean of Arts and Humanities, unless otherwise specified. At the time of appointment, newly hired faculty are furnished with a copy of this POA; completed revisions are distributed to the entire faculty.

II. School of Music Mission

The Ohio State University School of Music educates students for creative lives and professional fields in education, performance, scholarship, music industry, composition, technology, and the health sector. As an integral part of a major public, land-grant university with a strong commitment to teaching, research, and service, the school builds upon the relationship that binds music to other academic, artistic, and entrepreneurial disciplines. The school aims to provide instruction in the study and practice of music at the highest level, and in so doing, to promote an awareness of music as a humanistic study.

The school encourages musical research in all its dimensions by providing students and faculty opportunities for performance, creative activity, and scholarly inquiry. The school is dedicated to sustaining and advancing musical culture in the academy and in society at large, and it endeavors to be present and actively engaged with communities within the university, its urban setting, the state of Ohio, and beyond. Recognizing the dynamic and evolving character of music in contemporary life, the school acknowledges an ongoing responsibility to regularly evaluate its programs and procedures, and to explore a reimagining of its mission. In keeping with the university's broader mission, the school is committed to nurturing the best of Ohio's students, while fostering national and international recruitment pathways.

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. Such types of appointments in the SOM include tenure-track faculty, teaching faculty, and associated faculty.

The School of Music makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of school governance.

The School of Music makes teaching appointments. Teaching faculty titles are teaching instructor; assistant teaching professor; associate teaching professor; and teaching professor.

On December 12, 2022 the SOM tenure-track faculty voted to extend governance rights to teaching faculty. Teaching faculty may vote in all matters of school governance except tenure-track faculty promotion and tenure decisions. Teaching faculty may participate in discussions of teaching faculty matters including promotion reviews.

The school's appointment cap on teaching faculty in relation to the total of tenure-track and teaching faculty is established in the [college pattern of administration](#).

Emeritus faculty are invited to participate in discussions on nonpersonnel 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 by the SOM is provided in the [Appointments, Promotion and Tenure Document](#).

The faculty advises the school director on all policy matters. Each member is entitled to one vote, and when a faculty vote is taken, anyone may request a secret ballot. The voting faculty is consulted in appropriate phases of new faculty appointments including initiation of searches, review of candidates, school-wide matters, and subsequent recommendations. Both tenure-track and teaching faculty may stand for election to serve as a representative in the University Senate subject to representation restrictions note in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

V. Organization of SOM Services and Staff

The SOM includes several staff positions that support the administrative, fiscal, curricular, operational, production, and communication activities of the school's students and faculty members. The various service positions report to the school director of the school or the school director's designee, and to the College, as appropriate. Staff positions include:

Academic Advisor
Administrative Associate to the Director
Assistant Director, Marching and Athletic Bands
Assistant to the Faculty/Web Management
Associate Director, Marching and Athletic Bands

Audio Engineer
Director, Marching and Athletic Bands Fiscal Officer
Graduate Studies Coordinator
Human Resources Officer and Purchasing Agent
Musical Instrument Room Manager
Operations Manager, Marching and Athletic Bands
Piano Technician
Production Manager
Publicity and Public Relations Coordinator
Administrative Assistant to University Bands and Music Education Area
Undergraduate Admissions Coordinator
Undergraduate Studies Coordinator

VI. Overview of Decision-Making

The School of Music is led by the school director, who ultimately has final responsibility and authority for all school matters described in this POA. Two associate directors, one for undergraduate studies and one for graduate studies, work closely with the director in the administration of the school. In addition, elected and appointed committees of faculty, staff, and students provide additional input to the school administration on many decisions, policies, and procedures.

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

VII. Administration of the School

A. Director

The school director is appointed by the Dean of the College of Arts and Sciences, with the approval of the Executive Vice President and Provost and the Board of Trustees, for a term of four (4) years. A School Director Screening Committee appointed by the divisional dean will include a dean's representative and will exclude the sitting director. The committee will present the divisional dean with an unranked list of candidates deemed acceptable to the school. The dean then appoints the director. A director is eligible for reappointment. The procedures for reappointment of the director are outlined in the Pattern of Administration of the College of Arts and Sciences. Section VI.A.1 of the ASC-POA cites that each divisional dean will define an annual evaluation process for the chairs and directors in their respective division.

The primary responsibilities of the school director are set forth in Faculty Rule [3335-3-35](#). This rule requires the school director 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 school director to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments,

promotion and tenure (APT).

As primary administrator of the school, the director performs duties specified in the *Rules of the University Faculty* and additional duties specified herein.

Duties of the director list as follows:

Has general administrative responsibility for the school's programs, subject to the approval of the dean of the college, and to conduct the business of the school efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

Effectively recognizes and communicates a shared vision for the School of Music as part of the College of Arts and Sciences at The Ohio State University.

Leads and supports an area culture of engagement, mutual understanding, the free exchange of ideas, and encouraged collaboration; sees that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their type and rank; and in general to lead in maintaining a high level of morale.

Represents the school at unit head meetings at the divisional, college and university levels and at meetings of national and international associations.

Serves as the chief liaison between the school and other organizations, both on and off campus.

Oversees all outreach initiatives.

Provides faculty members with a schedule of all faculty meetings before the start of each semester and supervises the maintenance of the minutes.

Recognizes majority faculty rule on policies specified by this POA. Whenever majority faculty rule is not followed, the director will explain the reasons prior to taking action. This explanation, communicated in writing or presented at a faculty meeting, will outline the decisions of both the faculty and the director. Faculty will be given subsequent opportunities for comment.

Appoints and reviews the associate and assistant directors.

Appoints area heads after consulting with the faculty. (See Appendix A.)

Appoints area coordinators after consulting with the faculty. (See Appendix A.)

Appoints members of the standing committees specified in this POA.

Chairs the administrative committee and serves ex-officio as member of other committees, as specified in this POA.

Creates ad hoc committees as needed to further the school's business.

Consults with the associate and assistant directors and area heads about fiscal matters and prepares annual budget recommendations to the divisional dean.

Assigns workload according to SOM workload guidelines (see Section IX) and faculty appointment type (and rank).

Conducts, in consultation with the associate and assistant directors and area heads, annual reviews of all faculty; informs faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by the school and to place in that file a response to any evaluation, comment, or other material contained in the file.

Determines, in consultation with the associate directors and area heads, salary increases and makes recommendations to the divisional dean.

Recommends new faculty appointments to the divisional dean, after consultation with the chair of the search committee and the area head.

Appoints, in consultation with the associate and assistant directors and area heads, members to search committees.

After consultation with the eligible faculty, makes recommendations concerning faculty promotions, dismissals, and tenure to the divisional dean, according to SOM APT guidelines and in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#).

Evaluates Faculty Professional Leave (FPL) proposals and Special Assignment (SA) proposals after seeking advice from the area heads, and makes recommendations to the divisional dean.

Provides leadership and guidance in the development of curricula and facilitates their implementation.

Evaluates and improves instructional and administrative processes on an ongoing basis; promotes 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.

Maintains a curriculum vitae for all personnel teaching a course in the school's curriculum.

Facilitates and participates in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.

Informs the faculty of college and university policy changes which require adjustments in the SOM POA and APT documents.

Nurtures alumni relationships.

Oversees all development activities and assists the University Advancement Office in identifying and raising additional financial support for the SOM.

Approves and supervises the preparation and distribution of publicity materials.

Day-to-day responsibility for specific matters may be delegated to others, but the school director 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 director exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of the school's academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The director 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 director will explain to the faculty the reasons for the departure, ideally before action is taken.

B. Associate Director and Chair of Undergraduate Studies

The associate director is appointed and reviewed by the director, in consultation with the faculty, and normally serves a four-year term. In cooperation with the director and area heads, the associate director:

Chairs the Undergraduate Studies Committee, serves on the Administrative Committee.

Supervises undergraduate admissions, undergraduate scholarships, and correspondence with prospective undergraduate students and their families.

Supervises the undergraduate degree programs, including the scheduling of courses.

Serves as supervisor for academic advising and works closely with the SOM Academic Advisor and faculty to administer all undergraduate programs.

Evaluates undergraduate transfer credits in consultation with area heads.

Supervises staff as assigned by the director.

Resolves conflicts and enforces policies regarding recital and rehearsal scheduling.

Supervises the preparation and distribution of recruitment, admissions, and advertisement materials.

Assists the director as needed.

C. Associate Director and Chair of Graduate Studies

The associate director and chair of graduate studies is appointed and reviewed by the director in consultation with members of the graduate faculty, and normally serves a four-year term. In cooperation with the director and area heads, the associate director:

Serves as liaison between the Graduate School and the School of Music.

Chairs the Graduate Studies Committee, serves on the Administrative Committee.

Supervises graduate admissions, graduate funding, and correspondence with prospective graduate students.

Supervises the graduate degree programs and collaborates with the Associate Director for Undergraduate Studies with the scheduling of courses.

Serves as Chief Faculty Advisor for SOM graduate major programs and specializations.

Oversees assignment of faculty advisors to graduate students.

Makes recommendations to the director concerning graduate teaching associate appointments.

Oversees all graduate fellowship nominations. Supervises staff as assigned by the director.

Maintains the *Graduate Student Handbook*.

Oversees the maintenance of graduate student records.

Oversees the administration of graduate qualifying examinations.

Review transfer credits in consultation with area heads.

Assists the director as needed.

D. Standing Committees

The director is an ex officio member of all school committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee.

D1. Administrative Committee

The administrative committee is composed of the school director, who serves as chair, the associate and assistant directors of the school, five area heads, one representative of the Undergraduate Music Council (UMC) and the Graduate Music Student Association (GMSA) Vice President. Student representatives are appointment by committee election, serve one year terms, and do not vote. The committee meets regularly throughout the year but may be called into session at any time by the director or at the joint request of four area heads. The committee may also be called upon to meet in an expanded setting including all area coordinators.

Duties of the committee list as follows:

Meets to assist and advise the director about matters that pertain to the administration of the school.

Acts as liaison between the director and the areas for the purpose of communicating all administrative actions of the college and university pertinent to the school.

Exchanges information on the various activities, plans, and objectives of each area. Assists in the preparation of yearly budget estimates for the overall school program.

Recommends action on requests for exceptions to the normal performance and rehearsal scheduling procedures, particularly those which occur outside the academic calendar, after these requests have been approved by the faculty committee.

Recommends and reviews nominees for unit, college, and university awards and honorific titles.

D2. Undergraduate Studies Committee

The Undergraduate Studies Committee reviews all curricular proposals or revisions affecting any undergraduate program of the school and administers all undergraduate honors and awards. The membership of this committee consists of the Chair of Undergraduate Studies, who serves as chair, one faculty member from each academic area, and the Undergraduate Music Council President, who is a non-voting member (see D5 below). Faculty members are selected by each area and members will serve three-year terms.

Duties of the Committee list as follows:

Receives from the areas all proposals for new undergraduate programs, new undergraduate courses, undergraduate course revisions, and such proposals for combined undergraduate/graduate courses.

Inspects each proposal with regard to format, documentation, clarity, appropriateness of content, adequacy of syllabus, suitability of level, course credit, semester/session of offering, and effect on the school as a whole.

Submits a list of award nominees to all faculty members for written evaluation and comment.

Selects award recipients after examining the faculty evaluations and considering the stipulations of each award.

Informs the faculty when the committee decides there is no suitable recipient for a particular award.

Reviews periodically the awards program for the purpose of proposing to the faculty improvements, changes or innovations.

Proposes to the faculty means of handling new awards when these are made available to the school.

Reviews and acts on scholarship petitions from continuing students, and on special scholarship considerations for incoming students.

D3. Graduate Studies Committee

Subject to the approval of the graduate faculty and through the committee chair, the committee coordinates, develops, and directs the implementation of guidelines affecting the graduate programs in the school. The membership of this committee consists of the associate director for graduate studies, who serves as chair, graduate faculty members that represent equally all areas offering graduate degrees, and the president of the Graduate Music Students Association (non- voting member). Faculty members are elected by their respective areas from among those authorized by the Graduate School to advise students at the highest degree levels offered in their programs. Members serve for three-year terms.

Duties of the Committee list as follows:

Executes routine administrative tasks related to graduate study in the school.

Maintains and updates the *School of Music Graduate Handbook*.

Proposes improvements in graduate study for consideration by the graduate faculty.

Coordinates graduate study within the school and with other departments of the university.

Appoints Category M Graduate Faculty members and notifies the Graduate School of its actions.

Submits nominations for Category P membership on the graduate faculty to the Graduate School and certifies by appropriate documentation that those nominated meet published university-wide criteria.

Receives all proposals for new graduate programs, new graduate courses, new or revised courses to be listed as both undergraduate and graduate, and graduate course revisions submitted to it by sponsoring areas.

Inspects each curricular proposal in terms of format, documentation, clarity of statement, appropriateness of content, adequacy of syllabus, and suitability of level, credit description, semesters/session of offering, and effect on the school as a whole.

Forwards approved proposals to the Administrative committee or the full faculty. (See Appendix C. Curricular Procedures and EM Exams).

Advises the Chair concerning applicants for fellowships and associate appointments, recommends graduate scholarships and other honors and awards.

Reports actions of the committee to the graduate faculty.

D4. Graduate Music Students Association (GMSA)

The graduate music students association serves as the basis of communication between the faculty and the entire graduate student population by representation on committees in the School of Music. GMSA will provide a forum for the presentation of research, compositions, performances, guest lectures, and graduate student issues related to academic and non-academic aspects of the University community.

GMSA students shall elect annually from the graduate student body of the School of Music the following Executive officers: President, Vice-President, Secretary, and Treasurer. Voting will occur in Spring Semester by ballot.

- (a) All officers shall have been registered in the School of Music as full-time graduate students for two semesters prior to election or appointment as officers and continue to be so registered during tenure of office (except during Summer Session).
- (b) New ideas, approaches, and energy are important for healthy organizational bodies; however, experience is also valuable. Therefore, the term of office for each position is no more than three years (six semesters).

The graduate studies chairperson serves as advisor. Officers of GMSA serve as representatives to the following School of Music committees and faculty meetings:

Graduate Studies Committee: president
Administrative Committee: vice president
Music/Dance Library Committee: one elected member
Conducting and Ensembles area: one elected member
Music education area: one elected member
Music theory area: one elected member
Musicology area: one elected member
Brass/Wind/Percussion area: one elected member
Strings area: one elected member
Keyboard area: one elected member
Voice performance area: one elected member

Duties of the organization officers are as follows:

Presides over the administrative duties of the graduate music students association.
Conducts and regulates the election of officers and representatives.

Discusses graduate problems brought by graduate students, and makes recommendations to the appropriate committees.

Discusses proceedings of the SOM committees as reported by its representatives.

D5. Undergraduate Music Council (UMC)

The purpose of the Undergraduate Music Council (UMC) is to facilitate and enhance communication between all undergraduate music students and administrators, faculty, staff,

graduate students, and organizations through representation on School of Music committees and at area/general faculty meetings, regular meetings, web space, and other means. The Council also works to develop solutions to undergraduate concerns and implements new ideas to benefit music students at The Ohio State University. The council meets numerous times per semester and publicizes the place, time, and agenda of the meeting on the UMC bulletin board at least forty-eight hours in advance of each meeting. Members come from a variety of student majors, ranks, and student organizations within the School of Music, including, but not limited to:

American Choral Directors Association (ACDA) student chapter
American String Teachers Association (ASTA) student chapter
Black Music Students Association (BMSA)
Kappa Kappa Psi
National Association for Music Education (formerly OCMEA) student chapter
National Music Teachers Association (NMTA) student chapter
Phi Mu Alpha Sinfonia
Sigma Alpha Iota Tau Beta Sigma

All undergraduate students are eligible to nominate and annually elect UMC officers, who serve varying term lengths to stagger membership. The Council is open to all undergraduates in the School of Music. The Associate Director for Undergraduate Studies serves as the group's advisor.

Duties of the Committee list as follows:

Acts as liaison between the undergraduate students and the faculty. Conducts and regulates undergraduate student elections.

Fosters traditions of the school.

Speaks to prospective students on audition days and serves as a resource for recruitment purposes within the School of Music.

Nominates or appoints undergraduate student representatives to SOM and ASC councils and committees.

D6. Promotion and Tenure Committee

Duties of the Promotion and Tenure Committee are described in detail in the SOM *Appointments, Promotion, and Tenure* document (see Section III.B).

D7. The Music/Dance Library Committee

As needed, a Music/Dance Library committee discusses matters related to the operation and administration of the library and provides advice to the head of the Music/Dance Library pertaining to the development of its collection. Membership includes the head of the Music/Dance Library, four music faculty members, one each from music education, musicology, music theory and composition, and one performance area, one dance faculty member, one appointed representative of the Undergraduate Music Council (non-voting), and one appointed representative of the Graduate Music Students Association (non-voting; see D4 above). Student representative appointments are made by their respective committee

memberships and are one-year terms. SOM faculty members are appointed by the director in consultation with the area heads and serve three-year terms. The committee elects its chair and meets as needed.

Duties of the Committee list as follows:

Assists and advises the head of the Music/Dance Library on matters of budget priorities, selection of library materials, and library policy.

Acts as liaison with its respective constituencies.

Ensures that the library meets the needs of the School of Music and Department of Dance.

D8. Concert Committee

This appointed committee consists of faculty and staff who curate and coordinate the school's concert event calendar. Planning normally relates to events outside of large ensembles, opera productions, and the annual celebration concert.

E. Ad Hoc Committees

E1. Search Committees (Please refer to SOM Appointments, Promotion, and Tenure, Section B.1)

VIII. Faculty Meetings

SOM Faculty will meet regularly, according to a schedule provided by the director at the beginning of each semester. Attendance will be taken and minutes will be recorded and distributed for approval at subsequent meetings. Information regarding any curricular or policy decisions to be made during a meeting will be provided in advance.

The faculty normally meets once a month. The director designates a staff member to take the minutes and to maintain a file of the minutes and a record of all school legislation.

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

For purposes of discussing school 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 director 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. Voting may be by voice, show of hands, or ballot. Any member of the voting faculty may request a secret ballot; secret ballots are required for faculty and chair appointments, fourth year reviews of probationary faculty, and all promotion and tenure decisions. 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.

When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the director will necessarily make the final decision.

The school 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 assignments are described in the initial letter of offer. Assignments and expectations for the upcoming year are addressed as part of the annual performance and merit review by the school director based on school 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 school meetings and events 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. Office hours will be included in all course syllabi. 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 school director 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 school, college, university, and/or community. The school director 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 school and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

A full-time faculty member's primary professional commitment is to The 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 director in order to ensure that no conflict of commitment exists. Information and requirements on faculty conflicts of commitment are presented in the OAA [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, responsibilities, and workload may be adjusted by the school director 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

Each tenure-track faculty member in the School of Music contributes to its mission through teaching, research, and service. The work of a faculty member involves the pursuit and the dissemination of knowledge through research, teaching, public lectures, conference communications, performances, publications, the building of library collections, the provision of critically mediated access to information, artistic production, participation in professional organizations, and other such activities. In the assignment of workload duties, the director and area heads shall ensure that the balance among these and other activities, as well as the balance between scheduled and unscheduled duties, affords adequate opportunity for each faculty member to participate fully in all aspects of academic work; that academic workloads are allocated and scheduled in a fair and equitable manner; and that all members of each area have access to information about each other's loads. The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the school and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

A1. Teaching

Teaching involves both scheduled duties, such as the provision of graduate and undergraduate courses or lessons, and unscheduled duties such as preparation, assessment, and individual consultation and supervision.

1a. Benchmark Workload

While loads may be adjusted by the area head in consultation with the director, the following benchmarks serve as starting points. For tenure-track faculty whose teaching work consists primarily of classroom instruction, the standard teaching load (50% workload) is 4 courses per year, assuming normal research and service components. Faculty members who direct major ensembles are assigned 1/3 to 1/2 semester load per ensemble, according to such factors as complexity of program administration, number of concerts given, difficulty and quantity of repertoire performed, and amount of ensemble travel. For teaching faculty, the baseline teaching load (75% workload) is 6 courses per year, but the teaching assignment may vary for individual faculty based on their engagement in service and scholarship.

Teaching load for faculty whose work is primarily in studio performance is calculated according to contact hours per week. It is understood that studio faculty load may vary significantly from semester to semester; load should be measured as a pattern of activity over a series of semesters. The standard load is 15-18 contact hours per week. The following activities are normally assigned 1 contact hour each: undergraduate and graduate applied lessons; chamber music and other small ensemble coaching; studio classes. If a graduate teaching associate is assigned to the studio, this benchmark reflects the faculty member's load, not the load of the studio as a whole. Additional criteria concerning workload is stated in the SOM-APT (Appointments, Promotion, and Tenure) Document, Section IV.A.

1b. Load Adjustment for Mixed Activities

Many faculty members teach in settings outside of easily categorized settings, and as a result their load expectations are adjusted accordingly. These adjustments are determined by the area head in consultation with the faculty member and the director. Examples of such workloads include individual instruction in composition by classroom faculty in Music Theory and Composition; supervision of student teachers by classroom faculty in Music Education; classroom instruction and seminars by studio faculty; classroom instruction, studio lessons, and seminars by conducting faculty.

1c. Duties of Faculty Above Benchmark Workload

In addition to the benchmark and adjusted loads stated above, graduate faculty members in all areas are expected to serve as advisors to masters and doctoral students; this activity entails supervision of theses, dissertations/documents, and degree recitals. Individual studies courses, supervision of teaching associates, lab supervision, and service as a member of graduate committees are also normal activities for faculty. For performance faculty in particular, teaching duties also include recruitment activities; additional assessment (entrance auditions, juries, competitions); and extra coaching for recitals, competitions, School of Music productions, and the like.

1d. Teaching Workload Variables

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, in compliance with the parameters of the course assignment inventory and utilizing the Faculty Professional Leave or Special Assignment provisions outlined below. 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, in compliance with the parameters of the course assignment inventory and utilizing the Faculty Professional Leave or Special Assignment provisions outlined below.

A2. Research and Creative Activity

Tenure-track faculty are expected to demonstrate consistent achievement in research and creative activity. Recognizing that research and creative activity often require extended periods of concentrated effort, the director and area heads shall ensure that each member is given adequate opportunity to undertake these activities consistent with the expectations of the school and university. Each faculty member shall determine an appropriate schedule for the performance of research and creative activities. In addition, faculty members may apply for extended periods of uninterrupted time as stipulated in university academic leave policies.

A3. Service Activities

Activity in this category may be internal or external. Internal activities include service to the school, for instance as area heads, program directors, academic advisors, and committee members, and service to the college or university, as members of task forces, committees, academic associations, and other governance bodies. External service may involve work in the community, such as outreach and engagement, or in regional, national, or international academic and professional organizations. Each faculty member is expected to participate in the ongoing service obligations of the school. This obligation is uniform across areas.

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the school director 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 school director should also consider this additional service burden in managing equity of service loads among faculty.

A4. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). An SA releases a faculty member from some regular duties for a period of up to one full semester so that he or she may concentrate on a unique research, service or teaching endeavor or invest in a relatively brief professional development opportunity.

Written requests for SAs by faculty should be sent to the director for endorsement and then forwarded to the divisional dean for approval.

Proposals for SAs should indicate the nature of the assignment and the impact the assignment will have on the faculty member and the institution. Special assignments may only occur when faculty responsibilities are able to be met. As part of the school's endorsement, the director must indicate how the school will accommodate the loss of research, teaching or service that results from the change in duties.

B. Teaching Faculty

The School of Music appoints teaching faculty. These appointments exist for faculty members who focus principally on the education needs for the school. Teaching faculty members are expected to contribute to the school'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 teaching assignment for full-time teaching faculty members is six courses per academic year.

C. Associated Faculty

Compensated associated faculty members in the School of Music are expected to contribute to the university's mission via teaching.

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.

Lecturers' responsibilities are limited to teaching, and their loads are determined according to the instructional needs of the school. The standard load for a full-time lecturer is 4 courses per semester, 24 studio contact hours per semester, or a comparable combination of classroom and studio instruction. Ensembles that require a particularly large amount of contact time, such as jazz combos or big bands, will be credited appropriately. Workloads for temporary part-time lecturers are determined by the area head in consultation with the director.

D. Modification of Duties

The School of Music strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the school is committed to adhering to the College of Arts and Sciences' guidelines on parental 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 the OHR [Parental Care Guidebook](#) for additional details. See also the Parental Leave Policy in Section XII.

The faculty member requesting the modification of duties and the school director 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 divisional dean.

X. Course Offerings, Teaching Schedule, and Grade Assignments

The school director 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 school's first obligation is to offer the courses needed by students at times and in formats most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) 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.

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, then the school director 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 Resources

The director makes decisions about the allocation of all resources in close consultation with the associate directors and various SOM committees. The area heads and area coordinators are responsible for overseeing the use of funds that are allocated to their areas and will work closely with faculty to assure that all resources—fiscal, human, and physical—are allocated in a manner that optimizes the goals of the area. The allocation of office space will include considerations such as teaching load, teaching modality (e.g., online), achieving proximity of faculty in subdisciplines and productivity, and grouping staff functions to maximize efficiency.

XII. Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources [Policies and Forms website](#). In general, there are five kinds of leaves and absences taken by faculty: Discretionary Absence, Absence for Medical Reasons, Unpaid Leaves of Absence, Faculty Professional Leaves, and Parental Leaves.

A. Discretionary Absence

Faculty members 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 during semesters on-duty. Discretionary absence from duty is not a right and the school retains the authority to disapprove a proposed absence when instruction or other activities are negatively impacted by the leave, as identified by the director. Under University Faculty Rule [3335-5-08](#), the Office of Academic Affairs must approve any discretionary absence longer than ten continuous business days

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 absences for unexpected medical reasons occur, the faculty member, area head, or someone speaking for the faculty member, should let the director know promptly so that instructional and other commitments can be managed. The director must inform the divisional dean of the unexpected absence. 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](#). The school requires that the director be informed of the unpaid leave of absence.

D. Faculty Professional Leave (FPL)

Information concerning faculty professional leaves (FPLs) is presented in the OAA [Policy on Faculty Professional Leave](#). An FPL is intended for faculty with special proposals for research and/or creative activity. Professional leaves are an important means by which faculty members can enhance their teaching effectiveness, scholarly interests, and overall performance. To ensure that these purposes are fulfilled, the process for approving leaves stresses careful planning and includes peer review. Any full-time faculty member holding at least a fifty percent appointment with at least seven academic years of teaching service at the university may be granted a professional leave for a period not to exceed one academic year (usually two semesters). Salary information is outlined in the college regulations. FPL proposals are usually submitted in January of the year preceding the academic year of the requested leave. Proposals are submitted to the area head for peer review and forwarded to the director for approval. Requests recommended by the director are forwarded to the divisional dean. The director's recommendation to the divisional dean regarding the proposed FPL will be based on the quality of the proposal and its potential benefit to the school and to the faculty member as well as the ability of the school to accommodate the leave at the time requested. Each divisional dean will set up a review process for the FPL applications they receive for their division.

E. Parental Leave

The university, the college, and the SOM recognize the importance of parental leave to faculty members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off [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 School of Music adheres to these policies in every respect. Specifically, the school expects faculty members to carry out the duties associated with their primary appointments with the university at a high level of performance before seeking other income-enhancing opportunities. All activities providing additional compensation must be approved by the director and by the divisional dean, 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 expected duties at an acceptable level of performance, 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 school. 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 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.

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.

Should a school 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 or her, such textbook or material may be required for a course by the faculty member only if (1) the school director and divisional dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the school or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

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 are required to file conflict of interest screening forms if the presence of external funding, such as grants from industry or government, creates the potentiality for conflict 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.

A. Guidelines on Nepotism

The SOM guidelines on nepotism are to avoid conflicts of interest or the appearance of conflicts of interest that could occur when a faculty member and a student are immediate family members. "Immediate family member" includes spouse, partner, or person in a spouse-like relationship; children, parent, brother and sister, grandchild, grandparent; and for all categories except spousal relationship, "in-law" and "step." Faculty members are not to place themselves in a position of influence in situations amounting to academic nepotism. "Academic nepotism" includes, but is not limited to, teaching, grading, advising, evaluating, admissions to degree programs, awarding scholarships and assistantships, supervising or otherwise directing the academic study, progress, and/or research/creative work of a student who is an immediate family member. All faculty must conduct themselves in accordance with [University Faculty Rules](#).

XV. Grievance and Appeal Procedures

Any member of the faculty or staff who has a grievance with the school should first discuss that matter with the director, who will review the matter and either seek resolution or explain why resolution is not possible. If the grievance involves the director, the faculty or staff member should bring the matter to the attention of the divisional dean.

A. Salary Grievances

The director and the divisional dean are responsible for all salary decisions.

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the director. 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 director and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of Academic Affairs [Policies and Procedures Handbook](#)).

Staff members who are not satisfied with the outcome of the discussion with the director 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 school director. 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 equal employment opportunity are set forth in the university's [policy on equal employment opportunity](#).
- 2 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 school director, the director will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the director 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 director 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. See Faculty Rule [3335-8-23](#).

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 school director 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](#).

XVI. Procedures for Reviewing, Revising, Adopting, and Amending POA

In keeping with *Rules of the University Faculty*, within the first year of his or her appointment or reappointment, the director shall review the POA and, in consultation with the faculty shall revise it as appropriate. The director will then forward the reaffirmed or revised POA to the College for feedback, and then to the Office of Academic Affairs. At other times, amendments may be proposed by the director, or recommended to the director by members of the faculty. These recommendations are advisory to the director. In order to be adopted as amendments to the POA, the recommendations must be consistent with the purpose of the document and with appropriate university rules and policies. The process for amendment or adoption is the same as above.

Appendices

Appendix A: Organization of the School of Music

The Areas of the School of Music

Members of the SOM faculty are organized into Areas. For the purpose of developing and implementing effective educational programs, five areas and fourteen sub-area disciplines have been established within the school:

1. Performance
 - Woodwinds
 - Brass
 - Strings
 - Keyboard
 - Percussion
 - Voice
2. Musicology & Music Theory
 - Musicology
 - Music Theory
3. Music Education & Music Therapy
 - Music Education
 - Music Therapy
4. Conducting & Ensembles
5. Contemporary Music & Commercial Industry
 - Commercial Music
 - Music Composition
 - Music Industry
 - Music Technology
 - Music Enterprise

Each area is responsible for its own curriculum development, course content, and teaching assignments. Teaching assignments are subject to the approval of the school director. Faculty may be housed in multiple areas and sub-areas. Members with duties in more than one area will have a primary area and vote only in that area.

The Performance Area consists of applied faculty in the instrumental and vocal families of woodwinds, brass, strings, keyboard, percussion, and voice. Faculty teach applied lessons, studio classes, pedagogy and literature classes, coach chamber music and lead homogeneous instrumental ensembles. Voice specific instruction includes vocal diction. The area includes the Helen Swank Research and Teaching Laboratory which houses a Graduate Interdisciplinary Specialization in Singing Health.

The Musicology & Music Theory Area consists of faculty responsible for graduate

and undergraduate degree programs in historical musicology, interdisciplinary studies in ethnomusicology, and music theory. This includes core music requirements in music history, music theory, and aural training. Most the school's general education courses are taught by faculty in this area.

The *Music Education & Music Therapy Area* consists of faculty who specialize in undergraduate teacher preparation, graduate teaching and research, and professional development for in-service teachers. The bachelor's degree in music education and post-baccalaureate licensure program prepares pre-service teachers in general music, choral music, and instrumental music teachers for PreK-12 licensure in Ohio. Degree programs with certification in music therapy are currently being developed.

The *Conducting & Ensembles Area* consists of faculty who teach conducting (undergraduate and graduate) and conduct ensembles and as their primary expertise. This includes conductors of the orchestra, choral ensembles, and wind bands. Ex-officio (non-voting) members of the area currently include, but are not limited to, jazz faculty and opera faculty.

The *Contemporary Music & Commercial Industry Area* consists of faculty who offer comprehensive training for careers in jazz and commercial performance, arranging, composition, music industry, and technology. This area houses a multi-disciplinary Bachelor of Science in Music degree program that offers three tracks of study: Computer Science, Sonic Arts, and Media & Enterprise. The Commercial Music sub-area comprises faculty with a primary specialization in the performance, creation, and production of commercial and popular music, jazz, hip hop, and related music's.

All matters pertaining to the faculty, staff, and students involved in these programs, including promotion and tenure decisions, fall within the jurisdiction of the SOM and all program directors report to the school director.

Area Heads

Only tenured faculty with full-time assignments on the Columbus campus may serve as area heads. The school director appoints and reviews the area head in consultation with the area faculty. An area head may normally serve a maximum of four consecutive years. An area head-elect should be determined in the fourth year. A past-area head will assist the area head in their first year. Upon affirmation of this document, term cycles will be renewed and/or reaffirmed. The area head:

Assumes responsibility for the effectiveness of the area in relation to the operation of the School of Music as a whole.

Effectively recognizes and communicates a shared vision for the area which supports the SOM and its broader mission and vision.

Leads and supports an area culture of engagement, mutual understanding, the free exchange of ideas, and encouraged collaboration.

Provides a reasonable and guiding mentoring role for the area, in particular, for those in assistant professor, assistant teaching professor, and associated faculty appointments.

Serves on the Administrative Committee.

Schedules, at the beginning of each semester, at least two meetings of the area faculty for evaluation and general planning, sets a schedule for regular meetings, and calls special meetings as needed at the request of two or more members of the area.

Makes recommendations to the school director concerning the annual budget for the area and sub-areas.

Recognizes the majority faculty rule on all matters covered in the POA and consults with area faculty on all policy matters. Such consultation is, whenever practicable, made at a meeting of the area faculty. Whenever majority faculty rule is not followed, the area head must explain the reasons for the disagreement prior to taking action. This explanation will provide the rationale for the contrary opinion, and will be communicated in writing where possible or at an area meeting, with an opportunity provided for faculty to comment.

Provides leadership in developing educational programs and projects suitable to the area.

Determines faculty teaching loads and course assignments, with area coordinators and sub-area faculty consultation, and the approval of the school director. Area heads consult each other if an individual's assignments involve two areas.

Plans, with the school director and associate directors, the scheduling of courses offered by the area each semester.

Promotes effective teaching, research, and services appropriate to the work of the area. Makes recommendations to the school director concerning faculty needs within the area.

Makes recommendations to the school director concerning appointments to search committees.

Makes recommendations to the school director concerning appointments to the promotion and tenure committee.

Conducts selected annual performance reviews as determined by the school director. Normally conducts annual reviews of all assistant professors, assistant teaching professors, associate professors, and associate teaching professors. If the area head should have more than ten (10) dossiers to review, the area coordinator and/or another faculty member may be appointed by the school director to review dossiers. Prepares written evaluations of area faculty members seeking promotion.

Serves as mentor for each of the area's probationary faculty members, both routine

procedures and the steps and requirements of the tenure process.

Receives Faculty Professional Leave and Special Assignment proposals, discusses them with the area, and forwards them to the school director with recommendation for approval or disapproval.

Receives one (1) three-credit course release for the academic year as part of this service.

Area Coordinators

Teaching and tenure-track faculty with full-time assignments at any rank on the Columbus campus may serve as area coordinators. For biographical and external publicity purposes, area coordinators may elect to use the title “area head” for simplified terminology. The school director appoints and reviews the area coordinator in consultation with the area head and area faculty. An area coordinator may normally serve a maximum of three consecutive years. An area coordinator-elect should be determined in the third year. A past-area coordinator will assist the area coordinator in their first year. Upon affirmation of this document, term cycles will be renewed and/or reaffirmed. The area coordinator:

Assumes responsibility for the effectiveness of the sub-area in relation to the operation of the area and the School of Music as a whole.

Effectively recognizes and communicates a shared vision for the sub-area which supports the area and the SOM and its broader mission and vision.

Leads and supports a sub-area culture of engagement, mutual understanding, the free exchange of ideas, and encouraged collaboration.

Provides a reasonable and guiding mentoring role for the sub-area, in particular, for those in assistant professor, assistant teaching professor, and associated faculty appointments.

Serves on the Administrative Committee when expanded.

Schedules, at the beginning of each semester, a recommended two meetings of the sub-area faculty for general planning, sets a schedule for regular meetings, and calls special meetings as needed at the request of two or more members of the sub-area.

Makes recommendations to the area head concerning the annual budget for the sub-area. The school director will provide assistance to this conversation as needed.

Recognizes the majority faculty rule on all matters covered in the POA and consults with sub-area faculty on all policy matters. Such consultation is, whenever practicable, made at a meeting of the area faculty. Whenever majority faculty rule is not followed, the sub-area head must explain the reasons for the disagreement prior to taking action. This explanation will provide the rationale for the contrary opinion, and will be communicated in writing where possible or at an area meeting, with an opportunity provided for faculty to comment.

Provides leadership in developing educational programs and projects suitable to the area and proposed these to the area head for discussion.

Consults with the area head on faculty teaching loads and course assignments, with area coordinators and sub-area faculty input, and the approval of the school director. Area coordinators consult each other if an individual's assignments involve two areas.

Provides feedback to the area head regarding the scheduling of courses offered by the sub-area each semester.

Promotes effective teaching, research, and services appropriate to the work of the sub-area.

Makes recommendations to the area head concerning faculty needs within the sub-area.

Makes recommendations to the area head concerning appointments to search committees.

Makes recommendations to the area head concerning appointments to the promotion and tenure committee.

Conducts selected annual performance reviews as determined by the school director and area head, normally all associated faculty within the sub-area.

Serves as mentor for each of the sub-area's probationary faculty members, both routine procedures and the steps and requirements of the tenure process.

Receives one (1) three-credit course release for the academic year as part of this service.

Appendix B: Curricular Approval Process

