

**Pattern of Administration  
for  
The Ohio State University  
Department of Design**

Approved by the Office of Academic Affairs: February 1, 2024

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## I Introduction

This document provides a brief description of the Department of Design as well as a description of its policies and procedures. It supplements the [Rules of the University](#), 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 of statements found in this document.

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

## II Department Mission

The Department of Design at The Ohio State University:

- Prepares students to play key roles in the future of design practice and research;
- Creates critical design-related knowledge;
- Advances interdisciplinary collaboration;
- Embraces an ecological perspective;
- Promotes diversity;
- Serves the social good.

## III Academic Rights and Responsibilities

In April 2006, the university issue a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

## IV. Faculty and Voting Rights

### A. Faculty Appointments

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 purposes of governance, the faculty of this department include tenure-track faculty and teaching faculty with compensated FTEs of at least 50% in the department. Associated faculty, emeritus faculty, and tenure-track faculty joint appointees with FTEs below 50% in this department are invited to participate in discussions on non-personnel matters. Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the Appointments, Promotion and Tenure Document.

The Department of Design makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor.

The Department of Design also makes teaching appointments. Teaching faculty titles are teaching instructor, assistant teaching professor, associate teaching professor and teaching professor.

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

## B. Voting Rights

Faculty members with a 50% or more compensated appointment, whose TIU is the department, and who hold an appointment as tenure-track faculty may vote in all matters of departmental governance.

Teaching faculty may vote in all matters of departmental 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 department may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

While teaching faculty are not appointed to the college promotion and tenure committee, they may be appointed to other department- or college-level committees as appropriate.

Associated faculty may be invited to participate in discussions on non-personnel matters, but may not participate in discussion of, or vote on personnel matters.

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.

## C. Teaching Faculty Appointment Cap

The percentage of teaching faculty will not exceed 20% of the total tenure-track, clinical/teaching/practice and research faculty in the college. The percentage of teaching faculty will not exceed 30% of the total of the tenure-track faculty in the department, rounding up to the nearest whole number.

## V Organization of Department Services and Staff

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

The Administrative Associate is the Business Operations Manager responsible for overall fiscal/human resource management including preparation of regular and special budget reports, monitoring funded departmental research projects, graduate associate appointments and student wages. Additional responsibilities include scheduling and facilitating faculty meetings, coordinating the Chair's calendar, maintaining records for promotion and tenure as well as other purposes, and updating the alumni database. Departmental communications are coordinated and/or produced by the Administrative Associate. A part-time fiscal analyst assists the Business Operations Manager in relation to purchases, expenses reports and any other administrative tasks in Workday.

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

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

## **VI Overview of Department Decision-Making**

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

## **VII Department Administration**

### **A. Chair**

The primary responsibilities of the Chair are set forth in Faculty Rule [3335-3-35](#). 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 promotion and tenure.

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

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To 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, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and [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 type and rank; and in general, to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for appointed faculty (tenure-track and teaching faculty). Curriculum vitae of personnel teaching a course in the department's curriculum will be those provided upon application to the position and archived in Workday.
- 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 annual budget recommendations with the Business Operations Manager in support of the department strategic plan implementation 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, subject, when relevant, to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

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

## **B. Committees**

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

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

### 1. Department Faculty Committee

*Presiding:* Department Chair

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

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

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

### 2. Chair's Advisory Committee

*Presiding:* Department Chair

*Membership:* The Undergraduate Studies Chair, the Graduate Studies Chair, coordinators of each major area (elected annually) and up to three faculty members—tenured, tenure-track or teaching faculty—named annually by the Chair.

*Function:* To advise the Chair on departmental matters related to curricular and operational policy for the Department of Design. The committee can be used for informational and organizational purposes.

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

### 3. Undergraduate Studies Committee

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

*Membership:* Coordinators of each major area (elected annually), the Foundations Coordinator (appointed to a three-year term by the Department Chair) and the Academic Advisor.

*Function:*

- Recruiting of undergraduate students.
- Oversight of the admission of students to the accredited program. Coordinate process used for the department faculty review.
- Keeping the program and program syllabi current.
- Preparing appropriate accreditation report and materials.
- Reviewing undergraduate-level curriculum and instructional grievances and providing advice to the Department Chair on the merits of such grievances and possible solutions.
- Participating in Department, College, and University panels concerning student dismissals and probation.
- Assisting the Department Chair in identifying quality undergraduate students for scholarships and awards.
- Participating on College and University committees responsible for developing and implementing academic policy or curricula (the Chair of this committee is the representative on such College and University curriculum committees).

*Convening:* At the notification of the undergraduate studies Chair or as directed by the Department Chair.



#### 4. Graduate Studies Committee

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

*Membership:* Three or more members of the tenured or tenure-track faculty teaching graduate classes (appointed biannually by the Department Chair); the staff representative is the Graduate Program Coordinator.

*Function:*

- Developing and recommending policy, curriculum, instructional content, and structure of the graduate program.
- Developing advising procedures and establishing administrative authority for the graduate program.
- Screening of graduate applicants to provide candidates for review and final approval by the faculty as a whole.
- Participating in recruiting graduate students.
- Monitoring student progress and providing information, help, and oversight to apprise the student of the best methods for ensuring satisfactory progress.
- Reviewing graduate-level new course requests or course change requests.
- Assessing the graduate advising status of the faculty.
- Participating in hearing student curriculum and instructional grievances and providing advice to the Department Chair on the merits of such grievances and possible solutions.
- Preparing student files and recommendations for possible award of University Fellowships or scholarships or for other honors.
- Participating on College or University committees responsible for graduate education (the Chair of this committee is the representative on such College and University committees).

*Convening:* At the notification of the Graduate Studies Chair or as directed by the Department Chair.

#### 5. Promotion and Tenure Committee

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

*Membership:* Three or more tenured faculty at the professor or associate professor level, typically appointed to a three-year term by the Department Chair. When considering cases involving teaching faculty, the Promotion and Tenure Committee may be augmented by one non probationary teaching faculty member at the rank of associate professor or professor, as appropriate to the case.

*Function:*

- Performing an annual review of the University and the Ohio State College of Arts and Sciences Promotion and Tenure criteria and procedures to ensure that Department policies are in compliance.
- Performing continuous evaluation of Department P&T procedures and criteria as well as formulating and recommending revisions by the faculty where appropriate and necessary.
- Reviewing dossiers prepared by candidates for promotion, promotion and tenure, and fourth-year review, and preparing for the eligible faculty a detailed

quantitative and qualitative evaluation of the candidate in terms of their own field and role in the Department, revising this evaluation, if necessary, to reflect the final vote of the eligible faculty.

- Assembling the eligible faculty to identify associate professors for possible promotion to professor.
- Providing an annual review of every probationary tenure-track faculty member (this evaluation will augment the annual evaluation provided by the Department Chair and concentrate on progress toward tenure related to the areas of teaching, research, and service) and every probationary teaching faculty member (this evaluation will augment the annual evaluation provided by the Department Chair and focus primarily progress toward promotion related to the areas of teaching and service). Committee's reports will be sent in writing to the Chair.
- Evaluating all Special Assignments (SA) proposals and makes recommendations to the Chair.

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

## **6. Technology and Facilities Committee**

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

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

*Function:*

- Making recommendations for optimal purchases, procedures, and policies for instructional technology, digital and analogue tools, and server management that support curricular needs across all degree programs and faculty research and creative activity, in alignment with technology standards and practices of the College of Arts and Sciences (ASC), the Office of Information and Technology (OIT), and the Advanced Computing Center for the Arts and Design (ACCAD).
- Advises Department Chair about use of student technology fees within the department.
- Making recommendations for optimal usage and policies of department facilities.

## **7. Events Committee**

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

*Membership:* Three or more faculty representative of different major programs, appointed annually by the Department Chair and the Business Operations Manager. Additional committee members will be punctually allocated, depending on the nature of the event.

*Function:*

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

- Identifying prospective experts/scholars/creative practitioners to participate in the department's lecture program.
- Seeking and applying for or recruiting external funding to support department's annual lecture programs in coordination with the College of Arts and Sciences Development Office and any other funding sources.
- Producing digital and printed (if appropriate) announcements for events and coordinates media/marketing material to promote events.

### **8. Diversity, Equity, Inclusion and Belonging Committee**

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

*Membership:* Three or more faculty representative of different programs, appointed annually by the Department Chair, one staff member, two students, one undergraduate and one graduate.

*Function:*

- Creates alignment and coordination across the university's diversity and inclusion infrastructure and services
- Collaborates with campus partners around health and well-being
- Develops an annual program of initiatives that may include lectures, workshops, outreach events aimed at increasing diversity and creating a culture of inclusion and belonging so all can fully participate in the life of the department
- Monitors students' progress and provides information, help, and oversight to apprise students and faculty of the best methods for creating a physical and psychological environment of inclusiveness

### **9. Studios for Art and Design Research (SADR) Committee**

*Presiding:* Co-chaired by Department of Art and Department of Design

*Membership:* Two faculty representatives from each respective department appointed annually by the Department Chairs, [and the SADR technicians](#).

*Function:*

- Enable discussion between instructors of Art and Design to inform planning and communication, coordinate calendars for labs usage, share safety and procedural updates
- Discuss annual program of initiatives to support courses requirements and students' needs
- Collaborate with other campus fabrication spaces to coordinate efforts

### **10. Peer Review of Teaching Committee**

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

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

*Function:*

- Establishing a schedule of annual reviews in consultation with the Department Chair.

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

### **11. Student Advisory Committee**

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

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

*Function:*

- The Student Advisory Committee (SAC) represents the interests of undergraduate and graduate students in the Department of Design.
- The SAC serves to represent students in the deliberations of the department; provides a mechanism for presenting student concerns; and may be called upon to represent students at standing committee meetings. Following their election, the SAC members hold an organizational meeting (called by the Department Chair) to elect its own chair and secretary.

At least one meeting per term is scheduled with the Department Chair.

### **12. Other committees**

As required by the strategic plan of the department, other committees may be formed by the Chair during their term. Role and composition of any new committee will require an approval vote by the department faculty. [Addition of new committees will be considered as a change of POA and require appropriate approval.](#)

### **13. Standing committees outside of the department**

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

## **VIII Faculty Meetings**

The Chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A call for agenda items and a completed agenda will be delivered to the faculty by email before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by email at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department tenure-track faculty. The Chair will make reasonable efforts to have the meeting take place within a week of receipt of the request. Minutes will be taken at all meetings and will be kept on file in the Department office for reference. The Chair, or its representative, will distribute minutes of faculty meetings to the faculty by email—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority of the faculty who were present at the meeting covered by the minutes.

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

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

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

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

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

### **IX Distribution of Faculty Duties, 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 department chair based on departmental needs as well as faculty productivity and career development.

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the Chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).

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

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.

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 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.

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

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

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

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.

#### **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.

#### **Instructional activity**

The undergraduate and graduate course load for tenure-track faculty is 4 courses per year (50% time allocation to total workload), to be modified on terms that are consistent with College of Arts and Sciences' guidelines, with an expectation of at least one graduate seminar or studio every third year. Courses offered in May or Summer Session can count as part of a faculty member's total course load. Variations from this number may occur, depending on extenuating circumstances (e.g. SA and FPLs, enrollment requirements, honors involvement, etc.), course type and structure, and research and service activities.

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.

Contact hours for individual studio, seminar and lecture courses range from three to nine hours per week with additional time required outside of class for preparation, grading, critique sessions, student advising,

and meetings related to instructional productivity or enhancement. Graduate advising loads vary from year to year according to graduate student interests and faculty availability. It is expected that all faculty members will participate on an equal basis in the graduate student advising process.

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

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. All faculty members must do some formal instruction and advising over the course of the academic year. No course will be cancelled or scheduled (or rescheduled) without approval of the Department Chair. If a course is cancelled for any reason, the Chair can approve an alternative use of the faculty member's time.

### **Scholarly activity**

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

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

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

### **Assigned research duties**

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

### **Service activity**

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

- Examination committees both inside and outside of the Department;

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

Service activities in the Department, College or University are either assigned or recommended by the Chair, or peers may elect faculty to service roles. External or professional service, when not involving an honorary or elected appointment at the national or international level, should not supersede service responsibilities within the department.

The department recognizes that some of its faculty members may occasionally bear additional service burden. That burden accrues when faculty members are recognized as uniquely positioned to assist with work at the department, college, or university levels. Such individuals may be expected to provide more service than normal because their particular expertise, perspective, or voice can help working groups, for example, or task forces or students (through their mentorship of them) understand context, options, and opportunities in new ways.

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 Chair will consider additional service burden in managing equity of service loads among faculty and make necessary adjustments.

### **1. Special Assignments**

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). The information provided below supplements these policies.

Reasonable efforts will be made to award SA opportunities to all productive tenured faculty members on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. The department's Promotion and Tenure committee will evaluate all SA proposals and make recommendations to the Chair. The Chair's recommendation to the Division 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.

Probationary tenure track faculty may apply for a special assignment. The entire assignment, including other release opportunities, will be considered in awarding the request.

### **B. Teaching Faculty**

Teaching faculty are fixed-term contract appointments that do not entail tenure but provide a career path for experienced and successful non-tenure track faculty that enhances the ability of the department to attract and retain the most qualified individuals for these positions. All teaching faculty are expected to contribute to the university's mission via teaching and/or service



depending upon the terms of their individual appointments. Teaching and service assignments are determined at the time of appointment and specified in the letter of offer to the candidate.

The standard teaching assignment for full-time teaching faculty members is six courses per academic year, which include four high-impact practice design studios.

Teaching faculty may participate in graduate student advising when appropriate, based on area of expertise, once granted M status by the Graduate School. They are also eligible to participate in departmental processes such as graduate admissions and the first-year review of graduate students.

Teaching faculty are eligible for M status but must follow established practices within the GSC to determine appropriateness of designation.

### **C. Associated Faculty**

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

Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members expect that service is not required.

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

### **D. Modification of Duties**

The Department of Design strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Arts and Science's guidelines on 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.

The faculty member requesting the 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 Divisional Dean.

## **X. Course Offerings, Teaching Schedule, and Grade Assignments**

The Department Chair will annually develop a schedule of course offerings and teaching schedule in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses

needed by students at times most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable effort 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 schedule 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 at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

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

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

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

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

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

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

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

## **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 web site](#). 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 Chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 continuous business days. (See Faculty Rule [3335-5-08](#)).

### **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 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](#). A faculty member may, with the approval of the department chair, dean, and executive vice president and provost, take an unpaid leave of absence, usually for one semester, for professional and personal reasons. If the faculty member is untenured, this leave will not automatically stop the tenure clock, (See Faculty Rule [3335-6-03](#), Section D). Leaves of absence are only granted in instances where there is a clear understanding that the individual is planning to return to this institution.

### **D. Faculty Professional Leave**

Information on Faculty Professional Leaves is presented in the OAA [Policy on Faculty Professional Leave](#). The information provided below supplements these policies.

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

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

The Chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.

### **E. Parental Leave**

The university, the college, and this department 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 additional 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.

This department adheres to these policies in every respect. In particular, the 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. Activities providing additional compensation must be carried out at an acceptable level and not interfere with regular departmental duties and demonstrate an 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 activities that are compensated supplementally, 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.

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

Should a departmental 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 as textbook or material may be required for a course by a faculty member only if (1) the Department Chair 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 department 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 conflict 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 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 below describes procedures for the review of specific types of complaints and grievances.

### **A. Salary Grievances**

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

Faculty members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter may be eligible to file an appeal with the college's Faculty Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Academic Affairs (see Volume 1, Chapter 3 of the [Policies and Procedures Handbook](#)). The College of Arts and Sciences' procedure for Faculty Salary Appeal is documented in Appendix C of the College Pattern of Administration.

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

### **B. 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.

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

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

### **D. Harassment, Discrimination, and Sexual Misconduct**

The [Office of Institutional Equity](#) 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 affirmative action and equal employment opportunity are set forth in the university's [policy on affirmative action and 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 Department Chair, the Chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the Chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

### **G. Academic Misconduct**

In accordance with the [Code of Student Conduct](#), faculty members will report any instances of academic misconduct to the [Committee on Academic Misconduct](#). See also [Board of Trustees Rule 3335-23-05](#).