

**Pattern of Administration
for
The Ohio State University
Department of History of Art**

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I INTRODUCTION

This document provides a brief description of the Department of History of Art and its guidelines and procedures. It supplements the [Rules of the University Faculty](#) and other policies and procedures of the University to which the department and its faculty are subject. The latter rules, policies, and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair.

However, revisions may be made at any time subject to approval by the college office and the Office of Academic Affairs.

II. DEPARTMENT MISSION

The Department of History of Art seeks to establish and maintain a strong and central presence for art history as a mode of humanistic inquiry within The Ohio State University. This entails:

1. contributing a broad range of introductory courses in the history of art (including architecture and film) to the university's general education curriculum;
2. providing an undergraduate major that demands broad competence in global art history as well as the development of focused analytical, research, and writing skills;
3. providing a graduate program that aims at producing scholars capable of first-rate research and teaching at major universities, as well as curators with the expertise to stage innovative exhibitions at important venues;
4. fostering a faculty that contributes actively and consequentially to the ongoing intellectual work within the history of art, not only by developing expertise in particular subfields but also by engaging productively in the broad and ever-shifting philosophical, scholarly, and institutional debates that determine the structure and content of the discipline;
5. creating a culture and practice of intersectionality in all aspects of teaching and research by exploring the relationship between the visual arts and issues such as race, ethnicity, gender, sexuality, class, and religion, and by creating a culture of inclusion within the department;
6. enriching the overall intellectual and cultural life of the university community and the citizenry of Ohio through a sustained program of outreach and engagement aimed at producing and maintaining a lively dialogue around the visual arts.

The ultimate aim of the department, in pursuing these six goals, is to gain and sustain an international reputation for excellence in the production and dissemination of knowledge in the history of art. In doing so, the department seeks to contribute

significantly to the goals of Ohio State's Strategic Plan, which calls for a university that "enables, empowers, and inspires" its community.

III ACADEMIC RIGHTS AND RESPONSIBILITIES

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

IV FACULTY AND VOTING RIGHTS

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department include tenure-track, teaching, and professional practice faculty with compensated FTEs of at least 50% in the department.

Tenure-track faculty titles are instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of departmental governance.

The Department of History of Art also makes teaching and professional practice faculty appointments. Teaching faculty titles are Assistant Teaching Professor, Associate Teaching Professor, and Teaching professor. Professional practice faculty titles are Professional Practice Assistant Professor, Professional Practice Associate Professor, and Professional Practice Professor. In keeping with Faculty Rule [3335-5-19](#), the Department's non-tenurable professional practice or teaching appointments are reserved for only the most highly qualified individuals teaching professional skills-oriented courses and/or other classes central to the History of Art curriculum. Teaching faculty contribute primarily to the regular undergraduate curriculum in History of Art through teaching core courses in their area of expertise. Appointments of professional practice faculty are made to scholars working in museum/curatorial fields who engage with the practice of art history through institutional and public engagement, and teach courses for history of art graduate and undergraduate students related to curatorial/museum work, in addition to courses in their area of research expertise. Teaching/Professional Practice faculty may participate in discussions of teaching/professional practice faculty matters, including promotion reviews. Teaching/Professional Practice faculty are permitted to vote on other matters, including curriculum, appointment of additional teaching/professional practice faculty, and where appropriate, on the promotion and reappointment of teaching/professional practice faculty. While teaching/professional practice faculty are not appointed to the college promotion and tenure committee, they may be appointed to other department- or college-level committees as appropriate. As indicated by Faculty Rule [3335-7-11](#), teaching/professional practice faculty do not have a vote on promotions or tenure of tenure-track faculty or the promotion of research faculty. As defined by Faculty Rule [3335-7-11](#) teaching/professional practice faculty may be nominated and may serve if elected on the University Senate as a representative of the college.

Teaching/Professional Practice Faculty Appointment Cap

Teaching/professional practice faculty may comprise no more than 20% of the total of tenure-track, teaching, and professional practice faculty in the department.

Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, lecturer titles, and visiting titles. Associated faculty and emeritus faculty in this department are invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the [Appointments, Promotion and Tenure Document](#).

V ORGANIZATION OF THE DEPARTMENT SERVICES AND STAFF

The daily operations of the department are handled by the front office staff, which consists of an administrative coordinator and an academic coordinator, which is overseen by the chair. The chair will hold regular staff meetings, at least once per month, in order to ensure the coordination of efforts and smooth delivery of services, as well as to provide staff with an opportunity to voice concerns, discuss policy, and generate new ideas for streamlining, enhancing, or otherwise benefitting the ongoing work of the department.

VI OVERVIEW OF DEPARTMENTAL DECISION-MAKING

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

VII DEPARTMENT ADMINISTRATION

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 the 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 executive dean of the college, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's [Appointments, Promotion and Tenure Document](#).
- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their appointment type and rank; and in general to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit from such assistance.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the executive dean of the college.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the executive dean of the college and the

Office of Academic Affairs.

- To lead efforts of outreach and collaboration with other departments and centers around the university, as well as with the broader community

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.

Departmental 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 Department shall have a Graduate Studies Committee, an Undergraduate Studies Committee, a Committee on Diversity, Equity, and Inclusion, a Curatorial Outreach and Engagement Committee, a Promotion and Tenure Committee, a Chair's Advisory Committee, a Group for the Intellectual Development of the Department (GILD), and any other committees that the chair deems necessary for the well-being of the Department. All committees are advisory to the chair of the Department and/or through the chair to the department faculty.

Committee assignments, including those of the committee chairs, are made by the chair of the department in the spring semester for the subsequent academic year. With the exception of the Director of Graduate Studies, committee chairs generally serve two- to three-year terms. Other committee appointments are considered annual, although renewable up to three years. An effort is made by the department chair to rotate committee membership and to make appointments in accordance with the perceived preferences and strengths of individual faculty members. The chair also attempts to ensure appropriate committee representation of each of the broad areas of specialization within the department.

1. Graduate Studies Committee

The Graduate Studies Committee consists of the Director of Graduate

Studies (DGS), three faculty members, and the department's academic coordinator. Additionally, the Graduate Studies Committee will regularly solicit feedback from the graduate student body on matters of policy, through an open "town hall" that will take place once per semester. The Graduate Studies Committee may also involve the History of Art Graduate Society when feedback on policy is needed.

The Director of Graduate Studies is appointed by the chair in consultation with the faculty and will generally serve a four-year term. The Director of Graduate Studies is responsible for all aspects of the department's graduate program, including recruiting, selection and retention of students, orientation and advising, and the distribution of travel/research funds. As chair of the Graduate Studies Committee, the DGS oversees the graduate curriculum and the institution of any changes in policy regarding the graduate program. The DGS arranges for the maintenance of all records relating to the graduate program and arranges and conducts the annual review of each student's academic progress and, where appropriate, performance as teaching associates. The DGS advises the chair on the assigning of teaching assistantships and summer appointments. The DGS receives a one-course release per academic year.

The Graduate Studies Committee carries out the duties assigned to it in the Graduate School Handbook, including the oversight of all matters relating to the graduate curriculum; additionally, it organizes advising of prospective and first-year students, and assists with fellowship applications and job placement. The GSC oversees revisions of the History of Art Graduate Handbook and, with the help of the academic coordinator, organizes the faculty's annual review of the graduate students.

2. Undergraduate Studies Committee

The Undergraduate Studies Committee consists of two or three faculty members, including a chair and an Honors advisor, who also serve as advisors to History of Art majors & minors, and the department academic coordinator. The Undergraduate Studies committee is responsible for recruiting and advising undergraduate majors and minors, overseeing all matters relating to the undergraduate curriculum (including the review of new course proposals), reviewing requests for history of art transfer and study abroad credit, and for maintaining records relating to the undergraduate program. It oversees all changes to the major and minor programs.

The Director of Undergraduate Studies is appointed by the chair in consultation with the faculty and will generally serve a four-year term. The DUS will also help the department chair in planning and scheduling

the undergraduate offerings for each semester, and work with the academic coordinator, as well GILD, to organize extracurricular events beneficial to History of Art majors and minors. The Director of Undergraduate Studies receives a one-course release per academic year.

3. Curatorial Outreach and Engagement Committee

The Curatorial Outreach and Engagement Committee is composed of at least two faculty members and one graduate student. This committee advises the chair on the department's outreach and engagement efforts, particularly in relation to curatorial projects. The committee maintains relationships with the department's primary curatorial and community partners (the Wexner Center for the Arts, the Columbus Museum of Art, the Urban Arts Space, etc.).

4. The Promotion and Tenure Committee

The Promotion and Tenure Committee consists of three tenured members of the departmental faculty, one of whom serves as the Procedures Oversight Designee. When the candidate under review is a teaching or professional practice faculty member, the committee chair may appoint another teaching or professional track faculty member (of higher rank) to the committee for the purposes of the review. The composition, duties, and procedures of the committee on promotion and tenure are described in the department's [Appointment, Promotion and Tenure \(APT\) Document](#). They include reviewing peer evaluations of teaching of all probationary faculty; reviewing the dossiers of all probationary faculty; and voting and then making a formal recommendation to the department chair concerning the reappointment of the faculty in question.

5. Group for the Intellectual Life of the Department (GILD)

This committee consists of a chair and two faculty and/or staff members, as well as one graduate student representative elected by the graduate students, who may vote as a full member of the committee. The committee develops and coordinates all extra-curricular programming within the department, including public lectures and symposia, workshops, etc.

6. Chair's Advisory Committee

The chairs of four of the standing committees (Graduate Studies, Undergraduate Studies, P&T, and DEI) constitute a departmental Advisory Committee. This group, along with the departmental administrative coordinator and other appropriate members of the staff will meet as needed to advise the chair on issues of general concern to the department. In addition to the individuals cited above, one at-large member to the Advisory Committee may be appointed at the discretion of the chair.

7. The Committee on Diversity, Equity, and Inclusion

The Committee on Diversity and Inclusion is a group of faculty, staff, and students charged with promoting the values of diversity, equity, and inclusion within the Department. The committee works to assess the initiatives, policies, and culture of the Department to ensure an equitable environment for working, learning, and teaching. The committee typically consists of two faculty members, one of whom serves as chair, as well as one member of the staff and two graduate students. In collaboration with the department chair, the committee is tasked with advocating for enhancing diversity in hiring and student recruitment, and advising the department chair in regard to any grievances that might arise pertaining to discrimination or harassment based on race, gender, class, gender identity, sexual orientation, ethnicity, national origin, disability or religious beliefs.

8. Other Ad-hoc Appointments and Committees

The department chair may also appoint faculty to temporary or *ad-hoc* positions or committees to address specific, time-sensitive concerns of the department.

VIII FACULTY MEETINGS

The chair will provide to the faculty a schedule of department faculty meetings before the beginning of each academic term. This schedule will provide for at least three meetings per semester. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department regular faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair and administrative coordinator will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting, if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

Special policies pertain to voting on personnel matters, and these are set forth in the department's [Appointments, Promotion and Tenure Document](#).

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

Either the chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when

a particular position is supported by at least a majority of all faculty members eligible to vote.

Balloting will be conducted by e-mail when necessary to assure maximum participation in voting. When conducting a ballot by email, faculty members will be given one week to respond.

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

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

IX DISTRIBUTION OF FACULTY DUTIES, 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 review by the department chair based on departmental 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 departmental 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, on a weekly basis, in order to be readily available to students. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XII) or on approved travel.

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

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

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

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

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.

Expected level of instructional, service, and scholarly activity:

Instructional Activity:

The standard teaching assignment for full-time faculty members in the Department of History of Art is four courses per academic year (typically 40-50% time allocation to total workload). As part of the standard start-up package offered by the College of Arts and Sciences, Assistant Professors are awarded an annual 25% course reduction for their first four years of service. The chair may reduce the four-course load of other individual faculty members to accommodate extraordinary research or service commitments. In addition, faculty members who are not actively engaged in research may opt for a heavier course load in order to earn consideration for annual merit pay increases.

Every faculty member is generally expected to teach at least one lower-level GE course or one core course for the undergraduate or graduate program (e.g., 4001, 4005, 4010, 4016, 6001) per academic year. Faculty members active in the graduate program can also expect to teach at least one graduate seminar every other year.

All faculty members are expected to play an active role in the supervision of student research and in the advising of both graduate and undergraduate students, including supervising undergraduate thesis projects, serving as MA Thesis and Qualifying Paper (QP) readers, and serving as members of doctoral exam and dissertation committees.

Scholarly Activity:

Tenure-track faculty are expected to engage in ongoing research activity and the public dissemination thereof, as demonstrated e.g., by publications (of books, museum or exhibition catalogues, articles and book reviews in scholarly journals), research grants, presentation of scholarly papers, curating of museum exhibitions, and archaeological fieldwork (typically around 40-50% time allocation to total workload).

Service Activity:

Active participation on departmental committees; on college-wide and/or university-wide committees; in regional, national and international professional organizations; and, where appropriate, in outreach and engagement activities (typically 10-20% time allocation to total workload). The department recognizes that some of its faculty members bear an inherent additional service burden. That burden accrues when faculty members, often women and/or underrepresented colleagues, are recognized as uniquely positioned to assist with work at the departmental, 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. This additional service burden does not derive from volunteerism. Rather, it is an unwarranted and inequitable expectation.

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

Mechanisms for departure from standard:

1. Mechanisms for deviating from the standard 4-course teaching load for purposes of research are described above, under the heading of "Expected Level of Instructional Activity."

Exceptional service activity may, on an *ad hoc* basis, be accommodated by a reduction in teaching load; however, apart from the position of Director of Graduate Studies and Director of Undergraduate Studies, there is no standing policy that associates any specific assignment or activity with a specific course-load reduction.

2. Faculty members with exceptionally pressing research demands (e.g., a book manuscript deadline) may be given a temporary reduction in their

service assignment by the chair.

Special Assignment (SA) Guidelines

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

Reasonable efforts will be made to award SA opportunities to all productive tenure-track faculty members on a rotating basis subject to the quality and scope 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 the work of the department. (In general, faculty members should not expect to receive SAs more frequently than once every three years.) The chair's recommendations to the dean regarding SA proposals will be ranked according to the quality and scope of the individual proposals and their 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. In addition, priority will generally be given to advanced rather than embryonic projects and/or to those with a firm and imminent deadline. All other things being equal, priority will be given to applicants with the least recent SA or other form of paid leave or release from teaching (excluding FPLs).

Teaching/Professional Practice Faculty

All teaching/professional practice faculty are expected to contribute to the university's mission via teaching and service. Teaching loads and service assignments are determined at the time of appointment and specified in the letter of offer to the candidate. The typical teaching load for teaching and professional practice faculty in History of Art is 100%, or four courses per semester. The load may be reduced if so stipulated in the contract at the time of hire, to include research or service.

Teaching/professional practice faculty may advise undergraduate students and undergraduate independent studies and thesis project. As appropriate, and with the approval of the chair, teaching and practice faculty may apply for "M" graduate faculty status so that they may serve on graduate student exam and dissertation committees. Following the rules of the Graduate School, Teaching/Professional Practice faculty will not be permitted to be the primary supervisor for graduate students, but, with M status, may serve as a reader for a departmental MA thesis or Qualifying paper, and may serve as a member on PhD exam and dissertation committees. Applications for "M" status will need to be approved on a case by case basis by the Graduate School.

Associated Faculty

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

Faculty members with regular 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— i.e., a teaching load of four courses per academic year—except that service is not required.

In accord with Faculty Rule [3335-5-19](#), lecturers' and senior lecturers' responsibilities are limited to formal course instruction. The standard teaching assignment for full-time lecturers is eight courses per academic year (100% time allocation to total workload).

Modification of Duties

The Department of History of Art strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Arts and Sciences' guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the [college pattern of administration](#) for details.

A 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 dean. See the OHR [Parental Care Guidebook](#) for additional details. See also Parental Leave Policy in Section XII.

X COURSE OFFERINGS, TEACHING SCHEDULES, AND GRADE ASSIGNMENTS

Faculty members submit proposals for course offerings in the autumn for the next academic year. The chair, in consultation with the Director of Graduate Studies and the chair of the Undergraduate Studies Committee, then plans the full year's schedule with the aim of achieving the most effective distribution of GE, undergraduate and graduate courses throughout all areas of the curriculum. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) 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 department chair may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XI ALLOCATION OF DEPARTMENT RESOURCES

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

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

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

The allocation of salary funds is discussed in the [Appointments, Promotion and Tenure Document](#).

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](#). The information provided below supplements these policies.

Requests for faculty leaves are considered by the chair for recommendation to the Divisional Dean for further approval.

A Discretionary Absence

Faculty are expected to complete a [request for absence form](#) well in advance of a planned absence (e.g. 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](#). The information provided below supplements these policies.

A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the Divisional Dean, Office of Academic Affairs, and Board of Trustees.

D Faculty Professional Leave (FPL)

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leaves](#). The information provided below supplements this policy.

The department chair will review all requests for faculty professional leaves and make a recommendation based on the quality of the proposal and its potential benefit to the department and to the faculty members. The chair's recommendation to the Divisional Dean regarding FPL proposals will likewise be ranked according to 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 Program [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

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

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

Should a 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 textbook or material may be required for a course by the faculty member only if (1) the department chair and executive 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.

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

XIV FINANCIAL CONFLICTS OF INTEREST

The university's policy with respect to financial conflicts of interest is set forth in the

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

Faculty members with external funding or otherwise required by university policy are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in 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

Whenever possible, efforts are made to resolve grievances of students, staff, and faculty through informal consultations with the chair. However, allegations of serious misconduct, including academic misconduct or sexual harassment, and grievances related to tenure and promotion must be handled in conformity with published college and university guidelines. Procedures for the review of specific types of complaints and grievances are as follows.

A. Salary Grievances

A faculty or staff member who believes that his/her/their 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 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](#)).

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, equal employment opportunity, and non-discrimination/harassment 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. 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

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](#).