

# **Pattern of Administration**

Department of  
Theatre, Film, and Media Arts

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## **I. Introduction**

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

The Department of Theatre, Film, and Media Arts Pattern of Administration is founded on the Institutional Principles shaped by our constituents and unanimously adopted by the voting faculty on July 1, 2022. These principles read as follows:

The principles that characterize the work of the faculty and staff of the TFMA include our commitment to foster an atmosphere conducive to creative and scholarly research where we place the educational needs of our students first.

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

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

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

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

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

## **II. Department Mission**

The Ohio State University Department of Theatre, Film, and Media Arts is

dedicated to the education and training of artists, scholars, and teachers in the fields of theatre arts, media arts, film studies, and performance studies. We are committed to training students for careers in academia, in the entertainment industry, and in a variety of careers in adjacent fields. The Department serves communities within and outside of The Ohio State University through courses, productions, lectures, screenings, and community engagement and we serve the field through the creation of new art and new knowledge. Theatre and film can facilitate the synthesis of critical and creative thinking, the development of communication and leadership skills, and the strengthening of the abilities needed to be citizens in a democratic society.

### **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:

1. Tenure-track faculty with at least 50% appointment in the Department of Theatre, Film, and Media Arts for whom the Department is their TIU. Tenure-track faculty may vote in all matters of departmental governance.
2. Teaching faculty with titles of assistant teaching professor, associate teaching professor, and teaching professor. Teaching faculty are fixed-term contract appointments that do not entail tenure. The number of teaching faculty will be fewer than the number of tenure-track faculty. Teaching faculty may vote in all matters of department governance except the appointment, promotion, and tenure of tenure-track faculty.

#### **A. 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.

3. Associated faculty with lecturer titles and visiting titles as well as tenure-track faculty on less than a 50% appointment, or whose TIU is not TFMA.

Lecturers, senior lecturers, and visiting faculty may not vote on appointment, promotion, or tenure in TFMA, or on other matters of departmental governance. Should associated faculty elect to serve on department committees, they may vote on committee matters.

Faculty who do not have part of their appointment in TFMA and for whom TFMA is not their TIU may not vote on appointment, promotion, or tenure in TFMA, or on other matters of departmental governance. They may vote on matters arising in committees on which they serve and on those matters of programming in the area's sub-discipline (i.e. Film Studies or MIP). Matters on which they may vote will be determined before such a vote is scheduled. They may also serve in an advisory capacity through their area's respective advisory committee. This is to ensure a certain degree of autonomy within the sub-disciplines within TFMA, some of which are made up of faculty from other TIUs.

Emeritus faculty in this department are invited to participate in discussions on non-personnel matters, but not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

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

## **V. Organization of Department Staff**

The department has several academic support staff that serve both the teaching mission and the production operation of the department in multiple areas. Each staff member is supervised by the chair, business operations manager, or the production manager who, with input from appropriate faculty members, assists in developing job assignments, establishing studio/lab and/or office procedures, and monitoring workloads to assure appropriate productivity and personal development.

Staff are reviewed on an annual basis. These reviews involve dialogue between the supervisor and the staff member, reflecting on performance during the previous year, and projecting ahead to the next. Staff are involved in department governance in a variety of ways including participation in appropriate committees.

At the discretion of the chair, there shall exist certain administrative positions, whose duties and responsibilities are assigned by the department chair. These positions include: academic program coordinators, external relations coordinator, office associates, business operations staff, production manager,

soundstage manager, technical director, studio managers (costume, lighting, sound, scene shop), television producer, audio engineer, ticket office manager, film/video equipment manager.

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

Policy and program decisions are made in several 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 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 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 performance and merit 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 make recommendations to the dean of the college regarding appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty, 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 privileges and responsibilities appropriate to their rank; and in general, to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the Department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.

Day to day responsibility for specific matters may be delegated to others, but the chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

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

## **b. Other Administrators**

## **i. Vice Chair**

A Vice Chair is appointed by the chair from among the faculty to a three-year appointment. The vice chair answers directly to the chair, but carries out a distinct scope of work complementary to that of the chair.

Other responsibilities of the vice chair, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below:

- Serves as Chair of Committee for Promotion and Tenure.
- Serves as Vice-Chair of Chair's Advisory Committee (*meeting once per semester*).
- Coordinates with Faculty "Area Heads" of theatre, and advisory councils of film studies and MIP to develop policy, curricular recommendations, and hiring proposals for the department chair.
- Oversees Undergraduate Curriculum Committee and curriculum modifications.
  - Oversees curriculum needs and modifications approved by UG Studies Committee.
  - Consults with faculty about special topics offerings and new course development.
  - Represents department at ASC Curriculum meetings for curriculum proposal votes.
  - Represents TFMA at Director of Undergraduate Studies forum, assessment conferences and meetings as requested by chair and/or College.
- Acts as department liaison to campus and university departments, including overseeing new initiatives and interdisciplinary partnerships, research, and development opportunities.
- Oversees accreditation process and/or appoints accreditation team with chair.
- Serves as acting chair of the department in the chair's absence.

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

**1. A Director of Undergraduate Studies** is appointed by the chair of the department from among members of the faculty to serve a two-year term. Terms are renewable and are determined by the department chair in consultation with the director during the usual annual faculty review process. The director serves as the chair of the Undergraduate Affairs committee and provides leadership in the undergraduate programs of the department.

**2. A Director of Graduate Studies** is appointed by the chair of the department from among members of the faculty to serve

a two-year term. Terms are renewable and are determined by the department chair in consultation with the director during the usual annual faculty review process. The director serves as the chair of the Graduate Affairs Committee and provides leadership in the graduate programs of the department.

**iii. Theatre Research Institute (TRI) Director**

A Director **of the Jerome Lawrence and Robert E. Lee Theatre Research Institute** is appointed by the chair of the department from among the members of the tenure-track faculty to serve a two-year term. Terms are renewable and are determined by the department chair in consultation with the director during the usual annual faculty review process.

**iv. Wexner for the Center for the Arts Liaison**

Coordinate Wexner Guest Artist residencies and liaises with theatre faculty and staff.

**v. Other administrative appointments**

The department chair may make other administrative appointments (i.e. faculty production coordinator, project/program director, ad hoc committee chair) as needed to ensure the successful administration of the department.

**c. Committees**

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

TFMA has five primary standing committees: Advisory Committee; Undergraduate Affairs Committee; Graduate Affairs Committee; Diversity, Equity, and Inclusion Committee; and Promotion and Tenure Committee.

In addition, faculty may be organized into sub-discipline area advisory committees: Film Studies, Theatre BA curriculum development, Acting/Directing (AD), Design/Technology (DT), Moving-Image Production (MIP), and Performance Studies (PS). Area and sub-committees meet monthly or when it is deemed necessary.

Search committees are established at the time of an authorized search. Ad hoc committees and task forces are also formed by the chair to meet department needs.

The agenda and minutes of each committee shall be posted electronically and made available to all faculty and staff as appropriate. Committee chairs should make every attempt to distribute agenda three business days before a meeting. It is required for all committees, including sub-discipline areas, to post agendas or take minutes. Critical decisions are made in the area meetings and minutes should be kept and posted as has been the practice for many years for greater transparency. All faculty are assigned annually by the department chair to serve on one or two standing committees as well as an area sub-discipline advisory committee. Staff members may be assigned annually by the department chair to serve on standing committees and/or sub-discipline areas.

## **i. Advisory Committee**

### **1. Membership**

- a. Department Chair, chair
- b. Vice Chair
- c. Directors of Undergraduate and Graduate Studies
- d. Production Manager and Soundstage Manager
- e. Business Operations Manager
- f. And 4-8 faculty and staff who are representatives of the constituent areas of the department, including acting/directing, design/tech, film studies, moving-image production, and theatre studies.

### **2. Duties and Responsibilities**

The Advisory Committee is responsible for coordinating on accreditation and department review, putting forward faculty and staff for college and university awards, evaluating periodically the organization of the department, discussing the impact of university issues and policies on the department, and for providing an opportunity for informal exchange of ideas and opportunities outside the normal committee and faculty meetings. The discussions may indicate a need to refer a problem to a standing committee, to initiate an ad hoc committee, or to simply advise the chair on administrative actions which are not within the purview of other committees. Advisory Committee members are expected to report and discuss all non-confidential issues

and concerns with faculty in their sub-discipline areas.

**ii. Promotion and Tenure Committee**

Details on the Promotion and Tenure Committee are contained within the Department's [Appointments, Promotion, and Tenure Document](#).

**iii. Undergraduate Affairs Committee**

**1. Membership**

- a. Director of Undergraduate Studies, chair
- b. 4-7 faculty as appointed by the department chair, with the objective that all of the department's sub-disciplines and functions are represented.
- c. When available, one faculty member from Lima or Mansfield.
- d. Program coordinators of undergraduate programs
- e. Undergraduate advisors (non-voting)
- f. At least one undergraduate student appointed by the chair (non-voting)

**2. Duties and Responsibilities**

The committee oversees and administers the department's curricula and degree programs. The committee's responsibilities are to

- Review assessment guidelines for the department's curricula.
- Review and approve proposals from the sub-disciplines' advisory committees for changes to the department's degree programs.
- Act on student petitions or grievances in compliance with all university standards and procedures.
- Make recommendations to the department chair regarding student recruiting.
- Suggest ways of coordinating course offerings with the department's artistic program.
- Encourage student creative and scholarly research efforts.
- Recommend to the department chair students for fellowships, scholarships, and other awards and honors within the department, college, and university, as well as external awards.

#### iv. Graduate Affairs Committee

##### 1. Membership

- g. Director of Graduate Studies, chair
- h. 2-5 faculty as appointed by the department chair, with the objective that all of the department's graduate programs are represented.
- i. Program coordinators and advisors of graduate programs (non-voting)
- j. One graduate student appointed by the chair (non-voting)

##### 2. Duties and Responsibilities

The committee oversees and administers the department's graduate curricula and degree programs. The committee's responsibilities are to

- Review assessment guidelines for the department's graduate curricula.
- Propose to the faculty and department chair changes to the department's degree programs.
- Make recommendations to the department chair regarding student recruiting.
- Suggest ways of coordinating course offerings with the department's artistic program.
- Encourage student creative and scholarly research efforts.
- Act on student petitions or grievances in compliance with all university standards and procedures.
- Recommend to the department chair students for fellowships, scholarships, and other awards and honors within the department, college, and university, as well as external awards.
- Assume the responsibility and duties of the "Graduate Studies Committee" for the Theatre Graduate Program as outlined in The Ohio State University Graduate School Handbook Section 13.

#### v. Diversity, Equity, and Inclusion Committee

1. **Membership:** Committee chair appointed by the department chair and 2-5 faculty and staff as appointed by the chair; one graduate student (non-voting), and one undergraduate

student (non-voting)

2. Mission: To develop an actively vigilant stance against racist bias or practices in every aspect of the Department.
3. Function: To develop tools to evaluate and monitor the anti-racist activity of all aspects of the Department, with particular attention to the curriculum and the recruitment and retention of students, faculty, and staff; to interact with each standing committee to ensure the active anti-racist work therein; to collaborate with the College on anti-racist agenda; to make recommendations for changes to the faculty as a whole.

#### **vi. Area Sub-discipline Advisory Committees**

Each sub-discipline within the Department of Theatre, Film, and Media Arts may form an advisory committee. These areas may include Film Studies, Acting and Directing, Design and Technology, Moving-Image Production, Performance Studies, and the general BA in Theatre.

##### **1. Membership**

Heads of these area advisory committees are elected by their membership. If the committee is unable to successfully elect an area head, then the department chair may appoint one. The head of each advisory committee may invite representatives from the graduate student population to attend all or part of their meetings.

##### **2. Duties and Responsibilities**

The area advisory committees will:

- Propose to the Undergraduate and Graduate Affairs committees and department chair changes to the department's degree programs.
- Make recommendations to the department chair regarding student recruiting at the undergraduate and graduate levels.
- Recruit and make recommendations regarding graduate student admissions to the Curriculum Committee.
- Suggest ways of coordinating course offerings with the department's artistic program.
- Encourage student creative and scholarly research efforts.

- Recommend to the department chair students for fellowships, scholarships, and other awards and honors within the department, college, and university, as well as external awards.
- Report on graduate student progress to the Graduate Affairs Committee.
- Recommend graduate student advisors to the Graduate Affairs Committee.
- Recommend GTA appointments and potential assignments to the department chair.
- Recommend faculty teaching assignments to the department chair.

### **vii. Faculty Search Committees**

When the dean has approved a faculty search, the chair will name a search committee chair and will convene a Faculty Search Committee. The chair will ensure primary representation from the area of study in which the position is located. The chair will endeavor to include faculty from each of the other areas of the department and a member from the regional campuses. If deemed necessary by the department chair, an external member from the university community-at-large will be included.

## **VIII. Meetings**

Regularly scheduled meetings are listed in the department calendar, which is made available electronically to the faculty and staff of the department. All meetings will be accessible in-person (when possible) and remotely to insure inclusion of and participation by as many constituents of the Department as possible. Meetings during holidays, breaks, and off-hours are discouraged, and meetings involving staff must take place during staff working hours.

Three types of meetings occur regularly:

Full department meetings are schedule three times per year and are open to department faculty from all campuses and at all levels of affiliation, department staff, lecturers, graduate students, and representatives of the undergraduate programs. The department chair establishes the agenda for full department meetings. The chair may limit time for agenda items. Any faculty member may recommend agenda items. The requests should be submitted by email to the appropriate office staff seven business days in advance to be included in the distribution of the agenda for a meeting.

Any committee chair may call additional meetings, beyond those centrally scheduled. It is the responsibility of a committee chair to notify members of the committee and the department chair in writing of the cancellation of a scheduled meeting or the addition of a meeting.

Meetings of eligible faculty discussing and voting on matters of appointment, promotion, and tenure are scheduled as needed.

Department meetings are held to share information and to recommend or write departmental guidelines. The department accepts the fundamental importance of full and free discussion, but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally, department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals. These principles observe the right of the majority to make decisions while protecting dissenting opinion. A simple majority vote will suffice to carry any motion that involves the changing of departmental rules and procedures as outlined in this document, TFMA [Appointments, Promotion and Tenure Document](#), TFMA Theatre and Film Production Handbooks, and TFMA Student Handbooks. 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 department chair will necessarily make the final decision.

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

For purposes of discussing departmental 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.

The normal route for any major item of business concerning policy is through the appropriate committee structure. Minutes of committee meetings will be available electronically in the designated folder on the currently recommended secure platform administered by the College of Arts and Sciences. Minutes of full faculty meetings shall be uploaded to the platform within two weeks following a meeting. The minutes of the spring semester faculty meeting will be distributed again with the agenda for the first full faculty meeting in the fall semester. Minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

## **IX. 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.

The chair is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that departmental workload is distributed equitably among faculty. While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the chair assigns teaching and in most cases departmental service.

Many faculty members voluntarily take on a variety of professional activities that fall outside the department's guidelines on faculty duties and responsibilities. These activities often benefit the department or university and, to the extent possible, should be taken into account in considering a faculty member's total workload. However, fairness to other faculty and the department's need to meet its programmatic obligations may become issues when a faculty member seeks relief from departmental obligations in order to devote considerable time to personal professional interests that may not contribute to departmental goals. The chair may decline to approve such requests when approval is not judged to be in the best interests of the department.

During on-duty terms faculty members are expected to be available for interaction with students, service assignments, and other responsibilities even if they have no formal course assignment that term. Faculty are expected to maintain a scheduled and published minimum of two open office hours per week. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see Section 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 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 chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework. Employees who are working remotely in any capacity (either hybrid or fully remote) must complete an online Flexible Work Agreement to appropriately document their work

locations and collect work location information for tax reporting purposes. It is important for all employees to complete and have the form approved. When arrangements or locations change, a new form should be submitted.

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; and non-departmental production work) 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](#).

In crisis situations, such as life-threatening disease (COVID-19, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the department chair to take into account the impact over time of the crisis. These adjustments may include modifying research expectations to maintain teaching obligations. These assignment changes must be considered in annual reviews.

### **Required Disclaimer**

The department's guidelines on faculty distribution of duties and responsibilities and workload do not constitute contractual obligations. Fluctuations in demands and resources in the department and 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.

#### **Teaching**

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard teaching assignment for full-time tenure-track faculty members is four courses per academic year (50% time allocation to total workload). Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work.

Adjustments to the standard teaching assignment may be made to

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

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment.

Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service status that includes a reduced teaching assignment. The director of Graduate Studies, Director of Undergraduate Studies, and the Vice-Chair shall receive a course reduction.

The 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.

### **Creative Activity and Scholarly Research**

Tenure-track faculty members are expected to maintain professional activity on an annual basis as articulated in the [Appointments, Promotion and Tenure Document](#). TFMA recognizes the creation, performance, and exhibition of creative work as research.

Scholarship is measured by publications, public lecturing at universities, juried or invited creative activities, and the writing of proposals for grants in support of scholarly projects, all of which contribute to the production of new knowledge. Many factors are taken into consideration to assure that faculty members meet their obligations in the area of scholarship. This determination is made according to the criteria of quality and consistency through the process of Annual Review. (See the Department of Theatre, Film, and Media Arts AP&T document.)

### **Service**

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

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

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

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 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. 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 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 should also consider this additional service burden in managing equity of service loads among faculty.

#### ***i. Special Assignment***

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

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

Faculty members who desire a Special Assignment should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible.

The Promotion and Tenure Committee will review the Special Assignment application and make a recommendation to the department chair. The department chair conducts his/her own review taking into consideration the committee's recommendation.

The request is forwarded by the department chair to the dean of the college for final approval. The chair will normally announce decisions regarding Special Assignments for the next academic year no later than May of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

## **b. Teaching Faculty**

Teaching faculty appointments exist for faculty members who focus principally on the education needs for TFMA. Teaching faculty members are expected to contribute to the department's research and education missions, as reflected by participation in program development and teaching. Teaching faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track. The standard teaching assignment for full-time teaching faculty members is seven courses per academic year.

## **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 except that service is not required.

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

#### **d. Modification of Duties**

The Department of Theatre, Film, and Media Arts strives to be an open and inclusive unit in its efforts to recruit and retain high-quality faculty members. To this end, the Department is committed to adhering to the College 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 and adoption, care taking for an immediate family member who has a serious health condition, or a qualifying exigency arising from the fact that the employee's immediate family member is on covered active duty in a foreign country or called to covered active-duty status. See the OHR [Parental Care Guidebook](#) and the [college pattern of administration](#) for details.

The faculty member requesting the modification of duties for together with 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. The agreement will be documented in a Memorandum of Understanding created by the College office.

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

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times most likely to meet student needs and to advance the mission of the department. To assure classroom availability reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. In accordance with [Faculty Rule 3335-8-16](#), a scheduled course that does not attract the minimum number of students required will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent term. 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 experience is always available for such courses.

If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or if they have not submitted grades before the

university deadline and are unreachable by all available modes of communication, then the 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 consult with staff and faculty on matters of the overall department budget. However, final decisions on budgetary matters rest with the chair.

### **a. Travel and Research Expenses**

In addition to salary, faculty may be allotted funding annually for professional development. These funds may be used for travel to professional meetings or workshops or for funding scholarly and creative work. This funding is contingent upon annual departmental budget allocations and awarded on a rolling basis until exhausted.

### **b. Office Space and Equipment**

The Department will seek office space for all those for whom Theatre, Film, and Media Arts serves as the Tenure Initiating Unit (TIU). When an office becomes available, the Chair will notify everyone for whom TFMA is the TIU. Office space will be assigned or made available on the basis of seniority. Seniority considers rank and years of experience. When a faculty member is away for a full year, the Department reserves the right to temporarily re-assign the office or to use it for some departmental purpose. All office furniture and equipment purchased with departmental funds belong to the Department, College, or University. Space shall be allocated on the basis of department priorities and may be reallocated periodically as priorities change. Changes to or modifications of space must be approved by the chair prior to their execution.

Faculty will have computers and access to limited supplies and equipment to effectively carry-out their teaching and service.

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

## **XII. Leaves and Absences**

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

### **a. Discretionary Absence**

Faculty are expected to complete a [request for absence form](#) well in advance of a planned absence (e.g. as for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular term is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)).

### **b. Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence form](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the 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). 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 OHR [Policy 6.45](#)

### **d. Faculty Professional Leave**

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

A Faculty Professional Leave constitutes a formal departure from regular academic duties and may be one or two semesters in length for 9-month faculty and one, two or three semesters in length for 12-month faculty. FPLs of more than one semester involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees, and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave.

Faculty members who desire an FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the executive dean or designee, the Office of Academic Affairs, and the Board of Trustees before they may be implemented, faculty must submit FPL proposals for a particular year no later than January 15 of the preceding year. The College of Arts and Sciences manages FPL requests through the web portal.

All leave requests are peer reviewed by the Promotion and Tenure Committee, evaluated as to the appropriateness of the request in light of the faculty member's research and creative-profile, and priority-ranked in the context of the department's mission. This ranked list is then submitted to the department chair for consideration in formulating the recommendation to the executive dean or designee. 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. The applicant should submit electronically their proposal, CV, requested semester (s), and any additional supporting materials to the department chair, chair of the P&T Committee and the department manager. Also indicate when the last leave was approved.

Faculty on approved leave are not considered for quorum unless they declare, in advance and in writing, their intent to participate in all proceedings for which they are eligible during the leave.

#### **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 Leaves Program [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](#).

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 additional 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 TIU. 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.

If a faculty member wishes to assign a textbook or other material that is authored by that faculty member and the sale of which results in a royalty being paid to him or her, he or she should submit the request in writing to the Advisory Committee, who will determine the appropriateness of such use.

### **XIV. Financial Conflicts of Interest**

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

Faculty members with external funding or otherwise are required by university policy to file conflict of interest forms annually, and more often if prospective new activities pose the possibility of financial conflicts of interest. The electronic form is available on the [Office of Research Compliance website](#).

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 members 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 [Office of Academic Affairs Policies and Procedures Handbook](#) or [ASC POA](#)).

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.

- Ohio State’s policy and procedures related to affirmative action, equal employment opportunity, and non-discrimination/harassment are set forth in university [policy on affirmative action and equal employment opportunity](#).
- The university's policy and procedures related to sexual misconduct are set forth in [policy on nondiscrimination, harassment, and sexual misconduct](#).

**e. Violations of Laws, Rules, Regulations, or Policies**

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

**f. Complaints by and about Students**

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether the students require confidentiality. 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**

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