

# **PATTERN OF ADMINISTRATION**

**ARTS ADMINISTRATION, EDUCATION and POLICY**

**College of Arts and Sciences**

**The Ohio State University**

**Revised November 2017**

Office of Academic Affairs Approval, 11/27/2017

## Table of Contents

INTRODUCTION .....	4
DEPARTMENT MISSION .....	4
ACADEMIC RIGHTS AND RESPONSIBILITIES .....	4
PROGRAM DESCRIPTIONS .....	4
FACULTY .....	5
ORGANIZATION OF DEPARTMENT SERVICES & STAFF .....	6
<b>Program Assistant</b> .....	<b>6</b>
<b>Academic Program Coordinator</b> .....	<b>6</b>
<b>HR/Fiscal Office Manager</b> .....	<b>6</b>
<b>Director of Field Experiences</b> .....	<b>7</b>
OVERVIEW OF DEPARTMENTAL ADMINISTRATION & DECISION-MAKING .....	7
DEPARTMENT ADMINISTRATION .....	7
<b>Chair</b> .....	<b>7</b>
<b>Graduate Studies Chair</b> .....	<b>9</b>
<b>Assistant Department Chair of Undergraduate Education, Teaching and Assessment</b> .....	<b>9</b>
<b>Chair of the Eligible Faculty (i.e. P&amp;T Chair)</b> .....	<b>9</b>
COMMITTEES .....	10
<b>Undergraduate and Licensure Studies Committee</b> .....	<b>10</b>
<b>Graduate Studies Committee</b> .....	<b>11</b>
<b>Executive Committee</b> .....	<b>11</b>
<b>Personnel: The Committee of the Eligible Faculty</b> .....	<b>11</b>
<b>Search Committees</b> .....	<b>11</b>
<b>Faculty Meetings</b> .....	<b>12</b>
DISTRIBUTION OF FACULTY DUTIES & RESPONSIBILITIES .....	13
<b>Scholarly Activity</b> .....	<b>14</b>
<b>Teaching Load</b> .....	<b>14</b>
<b>Service Activity</b> .....	<b>15</b>
<b>Courtesy Appointments</b> .....	<b>15</b>
COURSE OFFERINGS & TEACHING SCHEDULES .....	16
ALLOCATION OF DEPARTMENT RESOURCES .....	16
LEAVES & ABSENCES .....	16
<b>Discretionary Absence</b> .....	<b>17</b>
<b>Absence for Medical Reasons</b> .....	<b>17</b>
<b>Special Assignment</b> .....	<b>17</b>
<b>Faculty Professional Leave</b> .....	<b>18</b>
SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY .....	19
FINANCIAL CONFLICTS OF INTEREST .....	20
GRIEVANCE PROCEDURES .....	20

<b>Salary Grievances .....</b>	<b>20</b>
<b>Faculty Misconduct .....</b>	<b>21</b>
<b>Faculty Promotion and Tenure Appeals.....</b>	<b>21</b>
<b>Sexual Misconduct .....</b>	<b>21</b>
<b>Student Complaints .....</b>	<b>21</b>

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

## INTRODUCTION

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

This *Pattern of Administration* 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. Changes, which will be made in consultation with the Department faculty, will be disseminated to Department faculty until sufficient changes have accumulated to warrant printing and distributing a complete new document. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

## DEPARTMENT MISSION

The Mission of the Department of Arts Administration, Education and Policy is to critically engage cultural meaning through excellence in research, policy, teaching, and leadership that fosters social change and advances the public interest through the arts and visual culture.

The mission of the Department of Arts Administration, Education and Policy is to critically engage cultural meaning through excellence in research, policy, teaching, and leadership that fosters social change and advances the public interest through the arts and visual culture. The Department of Arts Administration, Education and Policy prepares educators, researchers, administrators and policy makers for research and practice in the interdisciplinary field of art education through its integrated, multifaceted programs and collaborations within and outside the University. Key goals are to prepare students to lead through the arts, to function as a critical and informed citizenry, to advance the public interest with regard to opportunity, diversity, effective public policy, social justice, and creativity; to critically engage cultural meaning through excellence in research, policy, teaching, and leadership that fosters social change and advances the public interest through the arts and visual culture at the local, state, national and international levels in the areas of research, teaching and service.

## ACADEMIC RIGHTS AND RESPONSIBILITIES

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

## PROGRAM DESCRIPTIONS

Arts Administration, Education and Policy programs promote understanding of the arts and visual culture for all students through a curriculum that is research-based, interdisciplinary, and intent on collaboration with communities both within and outside the University, state, nation, and world. We emphasize understanding of arts and culture, especially visual and other material culture, in a global, culturally diverse, and technological society. This content is explored through the following: pedagogical theory and practices; critical inquiry of historical and contemporary artworks; the analysis of public and educational policy in the arts and cultures; and inquiry in the philosophical, historical, and policy foundations of art education, arts management, and cultural policy administration. Our curriculum includes attention to understanding multimedia technologies in cultural production, critique of policies, teaching, learning, assessment, and awareness of comparative international practice.

The scope of the Department's undergraduate offerings includes general education and courses for elementary classroom teachers. The Department offers a 4-year Bachelor of Art Education (BAE) degree program that provides undergraduate students with a well-rounded liberal arts education, intensive studies in visual arts and culture, and significant preparatory course work in pedagogy, culminating in Ohio preK-12 art licensure. It offers a Bachelor of Arts in Arts Management (BAAM) that, in partnership with the Fisher College of Business and the John Glenn School of Public Affairs, offers significant preparation at the undergraduate level to enable students to enter arts management careers. The Department also offers an undergraduate minor in arts entrepreneurship in collaboration with the Fisher College of Business.

Graduate programs include a Master's degree (MA) in Arts Policy and Administration carried out in collaboration with the John Glenn School of Public Affairs; an online and on-campus Master's degree in Art Education (MA) and a set of museum education courses; a PhD in Arts Administration, Education and Policy; and a wide array of doctoral (PhD) research specializations including Museum Education and Administration, Art Education, and Cultural Policy and Arts Management.

## FACULTY

Faculty Rule 3335-5-19 <http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html> defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment.

For the purpose of governance, the faculty of the Department of Arts Administration, Education and Policy include tenure-track faculty with compensated FTEs of at least 50% in the Department. Associated faculty, emeritus faculty, and tenure-track faculty joint appointees with FTEs below 50% in the Department of Arts Administration, Education and Policy may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

A voting faculty member is any person on a tenure-track appointment at Ohio State with an academic rank of Instructor, Assistant Professor, Associate Professor, or Professor; having at least a .50FTE appointment in the Department; or any person who holds tenure or is in a tenure-accruing position within the Department and is on an administrative appointment within the

university. Also included are persons with tenure-track appointments for at least .50FTE service in these ranks in the Department at an OSU regional campus, and persons who meet these criteria but are away from campus on professional leave. Visiting and adjunct faculty may be elected by the voting faculty to teach and serve on graduate student committees based on programmatic needs and the qualifications of nominated individuals, and approval of the Graduate School when required.

### ORGANIZATION OF DEPARTMENT SERVICES & STAFF

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

#### **Program Assistant**

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

#### **Academic Program Coordinator**

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

#### **HR/Fiscal Office Manager**

The Department's HR/Fiscal Office Manager serves as Department Office manager and advisor to the Chair in the Department of Arts Administration, Education and Policy; s/he manages all

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

### **Director of Field Experiences**

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

### OVERVIEW OF DEPARTMENTAL ADMINISTRATION & DECISION-MAKING

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

### DEPARTMENT ADMINISTRATION

#### **Chair**

There shall be a Chair of the Department who shall be administrative head. The duties and appointment of the Chair are defined in the Faculty Rules 3335-3-35 <http://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html>. This rule, along with Faculty Rule 3335-6 <http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html>, also requires the Chair to prepare, in consultation with the faculty, a document

setting forth policies and procedures pertinent to promotion and tenure (drawing on guidelines in the OSU Arts & Sciences *Appointments, Promotion and Tenure* document; see [https://oaa.osu.edu/assets/files/governance/college-of-arts-and-sciences/college-of-arts-and-sciences\\_APT\\_2014-07-01.pdf](https://oaa.osu.edu/assets/files/governance/college-of-arts-and-sciences/college-of-arts-and-sciences_APT_2014-07-01.pdf)).

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

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

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 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.

To recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 <http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html> and this Department's *Appointments, Promotion and Tenure* document.

To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and, in general, to lead in maintaining a high level of morale.

To 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.

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

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

### **Graduate Studies Chair**

The Graduate Studies Chair is appointed by the Department Chair, heads the Department's Graduate Studies Committee (GSC), and facilitates Graduate Committee meetings. The Graduate Studies Chair is responsible to the Department's graduate program in all its aspects: student recruiting, selection and retention of students, orientation and advising, advising the Chair on teaching assistantships and summer appointments, curriculum, examinations, maintaining records, and the annual review of each student's academic progress and performance of teaching duties. The Graduate Studies Chair recommends Barnett Fellow appointments in consultation with the Department Chair and the APA faculty. The Graduate Studies Chair also serves on the Department's Executive Committee. The Graduate Studies Chair is reviewed annually, and the position may be renewed by the Department Chair.

### **Assistant Department Chair of Undergraduate Education, Teaching and Assessment**

The Assistant Department Chair of Undergraduate Education, Teaching and Assessment is appointed by the Department Chair and facilitates Undergraduate and Licensure Studies programs, student applications, student scholarships, the General Education program, the GTA Program, and academic assessment requirements. The Assistant Department Chair is responsible for the Department's Bachelor of Art Education (BAE) licensure program and the Bachelor of Arts in Arts Management (BAAM) degrees in all aspects: student recruiting, selection and retention of students, orientation and advising, curriculum, maintaining records, and the annual review of each student's academic progress. The Assistant Department Chair works with the OSU Department of Teaching and Learning to ensure that Ohio's teacher licensure requirements are met. This person also serves on the Department's Executive Committee. The Assistant Department Chair is reviewed annually, and the position may be renewed by the Department Chair.

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

The Committee of the Eligible Faculty is composed of all tenured and tenure track members of the faculty. The Department Chair chooses a tenured member to be the Chair of the committee each autumn semester and serve on the executive committee. The P&T Chair oversees administrative service for promotion and tenure reviews. In each case of fourth-year annual review, review for tenure and promotion, and review for promotion, a review committee will be formed from all tenured and tenure-track faculty of a higher rank than that of the candidate. In cases where there are not three members to form a committee of tenured and tenure-track faculty of a higher rank, then other eligible members from the College of the Arts and Sciences will be appointed by the Department Chair in consultation with the Dean.

The Chair of this committee also oversees peer-teaching evaluations and assists the Department Chair with annual reviews of untenured faculty. Peer teaching review criteria and procedures are established and implemented by the committee: Peer evaluation of teaching is performed by a faculty committee bi-yearly for probationary faculty and every three years for tenured associate professors as suggested in the College APT Document, [https://oaa.osu.edu/assets/files/governance/college-of-arts-and-sciences/college-of-arts-and-sciences\\_APT\\_2014-07-01.pdf](https://oaa.osu.edu/assets/files/governance/college-of-arts-and-sciences/college-of-arts-and-sciences_APT_2014-07-01.pdf).

The Department employs a P&T mentoring approach that foster the development of personal and professional competence in a dynamic, collaborative, mutually respectful relationship. This approach is designed to help faculty set goals and keep track of promotion and/or tenure requirements and guide teaching, research, and service. As part of the P&T Chair's role, he/she will arrange meetings with junior faculty twice a year to help guide and keep track of their progress toward tenure and/or promotion; as well as assist interested faculty in identifying a mentor from our Department.

## COMMITTEES

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

### **Undergraduate and Licensure Studies Committee**

The Undergraduate Licensure Studies Committee (UGLS) is responsible for the Bachelor of Art Education degree (BAE) and the Bachelor of Arts in Arts Management degree (BAAM) including student recruiting, selection and retention of students, orientation and advising, curriculum, examinations, maintaining records, and the annual review of each student's academic progress. This committee is also responsible for selecting and accepting students into

these programs. The committee selects applicants for departmental scholarships and awards. The committee establishes undergraduate policy and curriculum by simple majority vote. A quorum is half of the committee membership. The Assistant Department Chair is also appointed to chair this committee and brings recommendations and decisions on these matters before the entire faculty for a vote to implement changes in policy and programs. At least two faculty members are appointed by the Department Chair to serve on the Undergraduate and Licensure Committee.

### **Graduate Studies Committee**

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

### **Executive Committee**

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

### **Personnel: The Committee of the Eligible Faculty**

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

### **Search Committees**

For each open faculty position, a Search Committee will be appointed by the Department Chair with the advice of the Executive Committee. The Executive Committee is to make recommendations to the faculty and the Department Chair regarding the definition of the position, and the recruitment and hiring of new faculty. The Search Committee conducts the search based on the defined position description and makes recommendations to the faculty and the Department Chair.

## Lawrence and Isabel Barnett Center for Integrated Arts and Enterprise

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

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

### **Faculty Meetings**

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

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

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

All decisions made at a faculty meeting require a majority rule by the eligible faculty on all matters covered by the *Pattern of Administration*. Majority rule means a simple majority of all eligible faculty. When a matter must be decided and a simple majority of all faculty eligible to vote cannot be achieved on behalf of any position, the Chair will necessarily make the final

decision. Whenever majority faculty rule is not followed, the Chair shall explain the reasons for the departure to the faculty. This explanation shall be communicated to the faculty in writing or at a faculty meeting, with an opportunity provided for faculty to comment, and where possible, the explanation shall be provided before the end of the meeting. The explanation shall outline the decision of the majority of the faculty, the decision of the Chair, and the reasons for the difference. The faculty shall be consulted in the initiation of faculty appointment searches, the review of candidates, and selection of new faculty members as set forth in the Department's *Appointments, Promotion and Tenure* document.

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.

### DISTRIBUTION OF FACULTY DUTIES & RESPONSIBILITIES

The Department's guidelines for distribution of faculty duties and responsibilities is based on the university's guidelines as suggested at <https://trustees.osu.edu/index.php?q=rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>. The Chair is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment. Variations in scholarly activity, formal classroom/distance education instruction, and service activity will be balanced accordingly to assure a reasonably equitable distribution of responsibilities among faculty.

While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the Chair assigns teaching and in most cases departmental service. In making these assignments, the Chair must balance the needs of the Department with the preferences of the faculty member within the context of the Department's policy on faculty duties and responsibilities described below.

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 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.

Faculty members are expected to be available for interaction with students, service assignments, and other responsibilities both Fall and Spring semesters. Faculty members should not be away from campus for extended period of time unless they are on an approved leave or absence.

Faculty Rule 3335-5-08 <http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html> requires that absence from campus for more than ten consecutive business days during a semester be approved by Chair, dean, and provost and should not be away from campus for extended periods of time unless on an approved Special Assignment (SA), a Faculty Professional Leave (FPL), or other approved reason.

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

### **Scholarly Activity**

The average level of scholarly production includes an established and focused research and/or creative production agenda consistent with the Department's and the University's Mission Statements that receives national attention through publications and presentations of the focused research and/or creative production.

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

### **Teaching Load**

Department of Arts Administration, Education and Policy carries obligations in teaching, research, and service, and each faculty member contributes to the fulfillment of these obligations. Teaching loads are structured to provide an appropriate balance of the three obligations in accordance with the needs of the Department and the activities of the faculty member.

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

Full-time lecturers and other full-time non-tenure track instructors will teach four courses each semester, or the equivalent of four courses should there be a large section or other demanding course assigned.

### **Service Activity**

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

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

### **Courtesy Appointments**

Occasionally the active academic involvement in this Department by a tenure track faculty member from another department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this Department. Appropriate and significant active academic involvement includes research, collaboration, graduate student advising, teaching some or all of a course from time to time, outreach engagement or a combination of these. Courtesy appointments may be initiated by a Department faculty member or self-initiated. Consideration will require a letter explaining the significance of the potential appointee for the Department and a current CV. A positive majority vote is required for appointment. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized. The Department faculty listing will indicate the appointee as courtesy appointment along with their home department. Courtesy appointees are not expected to participate in departmental meetings and committees. Once appointed, courtesy appointees will be reviewed every three years by the Department Chair for reappointment or termination.

### **Parental Modification of Duties**

The Department of Arts Administration, Education and Policy strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Arts and Sciences' guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the [college pattern of administration](#) for details.

The faculty member requesting the modification of duties for childbirth/adoption 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.

### COURSE OFFERINGS & TEACHING SCHEDULES

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. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that conflicting course times are to be avoided. For Department and General Education Courses, full capacity is decided by the course advisor in consultation with the Undergraduate or Graduate Committee and the Chair and enrollment limits will be maintained. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17 will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by a least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

### ALLOCATION OF DEPARTMENT RESOURCES

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

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

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

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

Travel funds will be allocated according to their Department availability.

### LEAVES & ABSENCES

The University's policies with respect to leaves and absences are set forth in the Office of Academic Affairs <https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf> and



Office of Human Resources Policies and Forms website <https://hr.osu.edu/policies-forms>. The information provided below supplements these policies.

### **Discretionary Absence**

Faculty are expected to complete an [Application for Leave 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 semester is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more days (see Faculty Rule [3335-5-08](#)) and must be requested on the [Application for Leave form](#).

### **Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave 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. See OHR Policy 6.27 for details: <http://hr.osu.edu/policy/policy627.pdf>.

### **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](#).

### **Special Assignment**

<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>

A Special Assignment (SA) is normally one semester in length and is designed to provide a faculty member time away from classroom teaching and some other responsibilities in order to concentrate effort on research or a particular teaching or service project. SAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a semester in duration but more than a week or two provided classroom teaching is not disrupted.

Any faculty member is eligible who needs one semester or less of released time from other duties in order to concentrate on a scholarly endeavor or to invest in a brief professional development activity, such as a month-long workshop outside of central Ohio. SAs are awarded on a competitive basis within the Department and this determination is made by the Executive

Committee. Generally, no more than one SA per two-year period are awarded by the committee. SA determination is made on merit and the sufficiency of faculty on duty at all times to meet obligations to students and other constituencies, and to conduct regular business. In evaluating SA proposals, the Executive Committee must assure that the plan will both benefit the faculty member and advance the academic mission of the Department and college. SA is only release from teaching. Faculty members on SA are responsible for attending full faculty meetings and for their student advising responsibilities.

Full salary is paid since the SA is only one semester duration. If a faculty member will be paid full salary by another institution during the period in question, an unpaid Leave of Absence (LOA) rather than an SA is suggested. Double-compensation is illegal under Ohio law; thus faculty cannot be paid twice for the same work: once by the University and once by an external body.

The SA application should describe any non-Ohio State compensation that the faculty member will receive during the period of the SA.

### **Faculty Professional Leave**

<https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>

A Faculty Professional Leave (FPL) constitutes a more formal departure from regular academic duties than a Special Assignment (SA) and may be one or two semesters in length. FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering a 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 to the Executive Committee articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be recommended by the executive committee and approved by the dean, the Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the first day of spring semester of the preceding year except when the development of an unexpected opportunity precludes such timing.

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

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

A faculty member requesting a FPL must submit a proposal to the Department's

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

Faculty Professional Leave proposals generally emphasize enhancement of research skills and knowledge. However, an FPL may be used for substantial investment in pedagogical or administrative skills and knowledge when these are judged to be mutually beneficial to the faculty member and his or her academic unit. In evaluating FPL proposals, the Department places the greatest weight on the merits of the proposal in light of the professional development of the faculty member and the advancement of the academic mission of the Department. Although there are many advantages to spending the FPL at another university, in industry, or at some other appropriate institution, such an appointment is not essential if the plan for the leave is meritorious in its own right.

The Office of Academic Affairs approves FPL proposals that are consistent with the technical requirements of the program and that have been approved by the TIU head and college dean or regional campus dean. Once approved by OAA, leaves are recommended to the Board of Trustees for final approval. OAA notifies the college dean or regional campus dean when Board approval has been granted.

Regional campus proposals are reviewed and approved first by the regional campus dean and then forwarded to the TIU head for approval. The proposal is then returned by the TIU to the regional campus, which is responsible for submitting the leave application to the Office of Academic Affairs. The college office in which the TIU is located is notified, but is not directly involved in the approval process.

#### SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#).

The Department adheres to the University policies in every respect. In particular, this Department expects faculty members to carry out the duties associated with their primary appointment with the University at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the Department Chair regardless of the source of compensation. External consulting must also be approved by the Chair. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the Department. In addition, it is University policy that faculty may not spend more

than one business day per week on supplemental compensated activities and external consulting combined.

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

Faculty who utilize their own authored book(s) in a course they teach and the sale of which results in a royalty are subject to review by the Graduate Studies Committee and/or Undergraduate Studies Committee, depending on the level of the course. This review is meant to determine appropriateness of the book for the course, and the Committee will make a recommendation to the Department Chair should a conflict or problem be identified.

### FINANCIAL CONFLICTS OF INTEREST

Information on faculty financial conflicts of interest is presented in the university's [Policy on Faculty Financial Conflict of Interest](#). 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 of responsibility, including designing, conducting or reporting research.

Faculty members are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with University officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

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

### GRIEVANCE PROCEDURES

Members of the Department with grievances should discuss them with the Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content that follows describes procedures for the review of specific types of complaints and grievances.

#### **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 a more formal salary appeal: <https://oaa.osu.edu/assets/files/documents/1.3HBAppeals.pdf> (see section 2.5). The college's

salary appeals process is described in its Pattern of Administration, and an annual implementation guide is available (<https://intranet.asc.ohio-state.edu/guidelines/faculty>).

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.

### **Faculty Misconduct**

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

<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>.

### **Faculty Promotion and Tenure Appeals**

Promotion and tenure appeals procedures are set forth in Faculty Rule 33335-5-05

<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>.

### **Sexual Misconduct**

The University's policy and procedures related to sexual misconduct are set forth in CHR Policy 1.15 <http://hr.osu.edu/public/documents/policy/policy115.pdf>.

### **Student Complaints**

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Department Chair, the Chair will first ascertain whether the students require confidentiality or not. If confidentiality is not required, the Chair will investigate the matter fully and as fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students must always be handled strictly in accordance with University rules and policies. Faculty should seek the advice and assistance of the Chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct <http://oaa.osu.edu/coam.html>.

The Code of Student Conduct is Faculty Rule 3335-23 <http://studentaffairs.osu.edu/csc/>.