

**The Ohio State University  
College of the Arts  
Department of Industrial, Interior, and Visual Communication Design**



## **Pattern of Administration**

January, 2008

A handwritten signature in black ink that reads "Wayne E. Carlson". The signature is written in a cursive, flowing style with a long, sweeping underline.

**Dr. Wayne E. Carlson  
Chair  
Department of Industrial, Interior and Visual Communication Design  
January 4, 2008**

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## 1. Introduction

This document provides a brief description of the Department of Industrial, Interior and Visual Communication Design (referred to herein as the Department of Design or simply as the Department) 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 University rules, policies and procedures, and changes in them, take precedence over statements in this document. (Refer to the OAA Policies and Procedures Handbook <http://oaa.osu.edu/handbook/> ).

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 OSU College of the Arts office and the OSU Office of Academic Affairs.

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## 2. Department Mission

The Department of Design seeks to maintain a progressive and viable undergraduate and graduate curriculum directed toward the education of students in the professional practice of industrial, interior and visual communication design. The Department is committed to the furtherance of professional standards in cooperation with industry, government, and other societal institutions.

The Department seeks to impart traditional design knowledge and skills as well as to provide an environment for the advancement and exploration of new design knowledge through research and curriculum development.

The Department promotes the development and application of progressive and innovative approaches to problem solving — a process that is understood as a value-laden activity directed towards the optimization of solutions by narrowing the gap between “the existing” and “the desired.”

The Department utilizes the full resources of the University to provide a multi-disciplinary, interdisciplinary and liberal learning environment.

Within the undergraduate and graduate programs, a process-oriented approach to learning is encouraged. Such an approach provides the students with a continuous stream of learning experiences similar to those encountered in professional practice.

Within the undergraduate and graduate curricula, emphasis is placed on the development and refinement of fundamental principles and concepts that may serve as frameworks for further investigation and learning. “Learning to learn” is an implicit aim of the total educational unit.

The Department recognizes the need for its students and faculty to continue to form and strengthen relationships with other faculty within this and other universities and schools of design. The Department promotes national and international contact with professional organizations and societies, industry, governmental agencies, and advocacy groups, through exchange agreements, study abroad programs, and involvement with the community-at-large in the pursuit of a more responsive educational program that speaks to the emerging global design economy.

The Department is committed to the attainment of all of the aforementioned goals, and expects its faculty to participate in this commitment. Furthermore, the Department recognizes that the discipline of design, as well as the standards and expectations that define the discipline are always changing. In this regard, the Department is accordingly committed to improving itself in all aspects of its mission. This property of continuous improvement will drive all areas of recruitment, ongoing evaluation, and promotion and tenure of the faculty.

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### **3. Academic Rights and Responsibilities**

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, [http://www.oaa.osu.edu/acad\\_rts\\_respons.php](http://www.oaa.osu.edu/acad_rts_respons.php).

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### **4. Faculty**

Faculty Rule 3335-5-19 (<http://www.trustees.osu.edu/ChapIndex/index.php>) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in the Department of Design is provided in the Department’s Appointments, Promotion and Tenure (AP&T) document.

#### ***4.1 Regular Faculty***

Regular faculty are defined as those holding the title of professor, associate professor, assistant professor, or instructor who serve on

appointments totaling fifty per cent or more service to the University and who are assigned to the Department of Design as the Tenure Initiating Unit (TIU). Regular faculty are tenure track faculty. All regular faculty have voting rights at the departmental level.

#### ***4.2 Auxiliary Faculty***

Auxiliary faculty hold adjunct titles, visiting titles and lecturer titles; also professors, associate professors, assistant professors and instructors who serve on appointments totaling less than fifty per cent service to the University. Persons holding auxiliary titles are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters. Non-voting faculty members may participate in department non-personnel discussions and faculty meetings at the discretion of the Department chair.

#### ***4.3 Graduate Faculty***

The graduate faculty consists of all Category “M” or Category “P” regular faculty members in the Department of Design.

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### **5. Organization of Department Services and Staff**

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

The Administrative Associate is the Fiscal/Human Resources Manager responsible for overall fiscal/human resource management including preparation of regular and special budget reports, monitoring funded departmental research projects, graduate associate appointments and student wages. Additional responsibilities include scheduling and facilitating faculty meetings, coordinating the Chair’s calendar, maintaining records for promotion and tenure as well as other purposes, and updating the alumni database. Departmental communications are coordinated and/or produced by the Administrative Associate.

The Office Associate provides support to the Graduate Studies area and graduate and undergraduate application processes, implements course scheduling in coordination with the Chair and the Academic Counselor, supervises facilities maintenance, orders supplies and maintains equipment inventory and key control. The Administrative Assistant distributes and collects grade rosters and forms for student evaluation of instruction, coordinates textbook orders and provides other necessary support services for faculty and students.

The Academic Counselor is responsible for providing counseling and advising for prospective and enrolled undergraduate students. The Academic Counselor supports the student internship program and coordinates position listings as a service to students and employers. Other duties include establishing academic eligibility for departmental scholarships and awards, maintaining a list of undergraduate students accepted as a result of the annual examination review, and monitoring academic performance of enrolled students in coordination with the College advising office.

An organization chart for the department is included in the appendix.

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## **6. Overview of Departmental Administration and Decision-making**

Policy and program decisions are made 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 more inclusive the participation in the decision-making process needs to be. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance.

Day-to-day responsibility for specific matters may be delegated to others, but the Department chair retains final responsibility and authority for all matters covered by this Pattern of Administration, subject to relevant higher decision rights and approval of the Dean of the OSU College of the Arts, the Provost and the OSU Office of Academic Affairs, and the OSU 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 academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the chair will explain to the faculty the reasons for the departure, ideally before action is taken.

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## 7. Department Administration

### *7.1 Department Chair*

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35 (<http://www.trustees.osu.edu/ChapIndex/index.php>). 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 (<http://www.trustees.osu.edu/ChapIndex/index.php>), also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure (the Appointments, Promotion and Tenure or AP&T document.)

This pattern of administration shall be made available to all present and prospective members of the faculty of the department and a copy shall be deposited in the office of the Dean of the College and in the office of the executive vice president and provost.

The chair has general administrative responsibility for the department's program, subject to the approval of the Dean of the College. These responsibilities, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below. Day-to-day responsibility for specific matters may be delegated to others, but the chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

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

The chair will provide a schedule of all regular faculty meetings to all faculty members before the start of each quarter, maintain minutes of all faculty meetings and maintain records of all other actions covered by the pattern of administration.

All faculty shall be consulted in the initiation and in the review and selection of new faculty members for appointment. This is usually accomplished through formation of a departmental search committee for purposes of recruiting, reviewing and evaluating candidates including the

solicitation of opinion from the faculty as a whole. Although the final decision to hire a candidate is made by the chair, recommendations of the search committee and faculty of the whole will be given the highest consideration.

The chair will operate the business of the department with efficiency and dispatch, and plan with members of the faculty and the Dean of the College a progressive program. The chair will prepare, after consultation with professors and associate professors, annual budget recommendations for the consideration of the Dean of the College.

The chair evaluates on a continual basis the instructional and administrative processes and leads in the study of methods to improve them. This is accomplished through such methods as the distribution and collection of student evaluation of instruction forms and other written evaluations and periodic course review by faculty.

The chair evaluates faculty members periodically in accordance with criteria approved by the board of trustees and subject to instructions from the Executive Vice President and Provost, and also according to supplemental criteria outlined in the department's Appointment, Promotion & Tenure document. The chair will annually inform faculty of their right to review their primary personnel file. The chair recommends to the Dean of the College, after consultation with the faculty, appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty, in accordance with procedures set forth in Faculty Rule 3335-6 (<http://www.trustees.osu.edu/ChapIndex/index.php>) and this department's Appointments, Promotion and Tenure document.

The chair encourages research and educational investigations and sees that all faculty are offered the departmental privileges and responsibilities appropriate to their rank, and in general, leads in maintaining a high level of morale. The chair shall ensure that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

The chair will represent the Department on the College of the Art's Dean's Executive Committee and on various University-wide committees and meetings. He will work with appropriate faculty to recruit students, communicate with alumni and solicit development funds.

## ***7.2 Committees***

The standing committees of the Department represent areas of departmental functioning that are either mandated by the University or College or are required for the effective operation of the Department. The

chair appoints members unless otherwise indicated. These standing committees include:

### ***7.2.1 Department Faculty Committee***

Presiding: Department chair

Membership: all regular faculty of the Department of Design. Staff, student representatives and/or visiting faculty members may be invited to participate in meetings but will not have voting privileges.

Function: to serve as the principle policy making body for the department and to act as an information and communications exchange for the chair and faculty on all matters concerning departmental operations

Convening: one meeting per quarter minimum

### ***7.2.2 Chair's Advisory Committee***

Presiding: Department chair

Membership: coordinators of undergraduate majors, the foundations director and the Graduate Studies Committee chair.

Function: to advise the chair on departmental matters related to curricular and operational policy for the Department of Design. The committee can be used for informational and organizational purposes for direct action by the chair, for referral to the department faculty committee for discussion and/or action, or for referral for discussion to the faculty groups represented by members on this committee

Convening: at the direction of the chair and/ or request of the committee

### ***7.2.3 Undergraduate Studies Committee***

Presiding: Undergraduate Studies Chair (appointed by the Department chair from the membership of the committee).

Membership: Coordinators of each major area (elected annually) and the foundations director.

Function:

- the recruiting of undergraduate students
- oversight of the admission of students to the accredited program
- keeping the program and program course syllabi current
- preparing appropriate accreditation reports and materials
- reviewing undergraduate-level new course requests and course change requests
- participation in hearing student curriculum and instructional grievances and providing advice to the Department chair on the merits of such grievances and possible solutions
- participation in Department, OSU College of the Arts, and University-wide panels concerning student dismissals and probation

- assistance to the Department chair in identifying quality undergraduate students for scholarships and awards
- participation on OSU College of the Arts or University-wide committees responsible for developing and implementing academic policy or curricula (the chair of this committee is the representative on such College and University curriculum committees)

#### ***7.2.4 Graduate Studies Committee***

Presiding: Graduate Studies Chair (elected in spring quarter by the graduate faculty to a two-year term)

Membership: three or more members of the graduate faculty at the associate professor or professor rank (appointed biannually by the Department chair)

Function:

- develops and recommends policy, curriculum, instructional content and structure of the graduate program
- develops advising procedures and establishes administrative authority for the graduate program
- screens graduate applicants to provide candidates for review and final approval by the faculty as the whole
- participates in recruiting graduate students
- monitors student progress and provides information, help, and oversight as necessary to apprise the student of the best methods for ensuring satisfactory progress
- reviews graduate-level new course requests or course change requests
- assesses the graduate advising status of the faculty
- participates in hearing student curriculum and instructional grievances and provides advice to the Department chair on the merits of such grievances and possible solutions
- prepares student files and recommendations for possible award of University Fellowships or scholarships or for other honors
- participates on the OSU College of the Arts or University-wide committees responsible for graduate education (the chair of this committee is the representative on such College and University committees)

Convening: at the notification of the graduate studies chair or as directed by the Department chair.

#### ***7.2.5 Promotion and Tenure Committee***

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

Membership: three or more senior faculty at the full professor or associate professor level, appointed annually by the Department chair.

Function:

- performs an annual review of the University and the OSU College of the Arts promotion and tenure criteria and procedures to ensure that Department policies are in compliance
- performs continuous evaluation of Department P&T procedures and criteria as well as formulates and recommends revisions by the faculty where appropriate and necessary
- reviews dossiers prepared by candidates for promotion, promotion and tenure, and fourth-year review, and prepares for the eligible faculty a detailed quantitative and qualitative evaluation of the candidate in terms of his/her own field and role in the Department, revising this evaluation, if necessary, to reflect the final vote of the eligible faculty
- provides an annual review of every non-tenured faculty member (this evaluation will augment the annual evaluation provided by the Department chair and concentrate on progress toward tenure related to the areas of teaching, research and service)
- conducts all peer evaluations of teaching for the purpose of promotion, granting of tenure, granting of teaching awards, and special appointments requiring demonstrated high quality teaching ability (according to policies and procedures and schedules described in the AP&T document)

Convening: no later than early in Spring quarter for fourth or sixth year faculty reviews; for reviews related to tenure and promotion from assistant to full professor, the meeting schedule is based on the mandated sequence of events in the multi-level review process. In this case, the committee meets to review a probationary faculty member's core dossier and support materials early in autumn quarter and prepares a letter to the departmental chair outlining the recommendation of the committee and discussions with the faculty as a whole.

#### ***7.2.6 Computer Advisory Committee***

Presiding: Department chair or designee

Membership: one member of each undergraduate major and one representative of the Advanced Computing Center for the Arts and Design, one staff member, and two student members (one undergraduate student and one graduate student, appointed by the Department chair.)

Function:

- reviews equipment, software and computer and data security needs in the department
- advises the chair on purchases associated with student technology fees (allocated by the fiscal officer in the College)
- makes suggestions for lab use administration and policy

Convening: at the direction of the Department chair (at least once per year) and/ or request of committee members.

### ***7.2.7 Undergraduate Enrollment Selection Committee***

All regular faculty and the departmental Academic Counselor

### ***7.2.8 Standing committees outside the department***

Design faculty are appointed or elected to a number of College and University committees. Committees with regular departmental representation are listed below. For a complete description of These committees refer to the *College of the Arts Pattern of Administration*.

- ***ASC Faculty Senate***

One member of the faculty (and one alternate) elected by the Faculty to a three-year term.

- ***College Curriculum Committee***

One member of the faculty appointed by the Chair to a three-year term.

- ***Faculty College Concerns Committee***

One member of the faculty elected in Spring Quarter to serve a three-year term.

- ***College Honors and Scholars Committee***

One faculty member appointed by the Chair to a three-year term.

- ***College Research & Faculty Development Committee***

One faculty member appointed by the Chair to a three-year term.

- ***Dean's Executive Committee***

The Chair serves on the Dean's Executive Committee.

- ***Art & Memorials Committee***

One or two faculty members nominated by the department and appointed by the Dean.

- ***Outreach & Engagement Committee***

One faculty member appointed by the Chair to a three-year term.

- ***OSHA oversight***

One faculty member appointed by the Chair to a three-year term.

- ***ADA oversight***

One faculty member appointed by the Chair to a three-year term.

### **7.2.9 Ad hoc Committees**

Function: to provide advice to the Department chair and the faculty committee regarding policy, decision or information gathering related to areas not covered by standing committees or appointments made by the chair. They are convened at the direction of the Department

Examples:

- **Publication committee:** advises on promotion of the department through print and interactive media
- **Research committee:** advises on research activities within the department and assists in the identification of research funding
- **Space and Facilities:** advises on space and facilities planning for the department

### **7.2.10 Individual Assignments**

The Department chair may appoint individuals to special assignments at the Department, College or University level as needed. Examples include faculty search committees, strategic planning committees, College of the Arts scholarship review and selection committees, assessment committees, etc.

## **7.3 Faculty Meetings**

The Department chair prepares a schedule of all regular faculty meetings and communicates that schedule to all faculty members before the start of each quarter. There will be a minimum of one regular meeting per quarter, with a normal schedule of five meetings per quarter. A non-regular meeting of the faculty will be scheduled upon request of at least one third of the regular faculty.

The Department chair develops meeting agendas and faculty may submit agenda items. Minutes of all faculty meetings are maintained by Department and distributed to faculty for review following each meeting. The call for approval takes place at the next scheduled meeting. When departmental business requiring a vote of the faculty of the whole is conducted in faculty meetings, a quorum of 2/3 of regular faculty members must be present.

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 these goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order may be invoked when more formality is needed to serve these goals.

Executive session: for certain purposes, for example personnel or budget matters, an executive session may be convened. In this case only the eligible voting members of the faculty will be present unless otherwise invited by the chair. These can be held following or independent of regular faculty meetings. Any personnel or budget actions requiring a vote will require a written vote and require a quorum of at least 2/3 of the eligible faculty.

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## **8. Department Faculty Teaching Workload Policy**

The university's policy with respect to faculty teaching load is set forth in the Office of Academic Affairs Policies and Procedures Handbook ([http://oaa.osu.edu/OAAP\\_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php)). The information provided below supplements these policies.

The Department of Design falls within the baccalaureate/masters category as defined in the OAA Policies and Procedures Handbook. The recommended OAA norm for teaching activities for programs in this category is at least 60% of the total departmental workload with the remainder devoted to research/creative activity, service, and other professional activities consistent with the department's mission.

The teaching component of the workload policy is based on the fact that we are a small department with a highly structured curriculum that consists of a sequence of required courses and studios. Each faculty member is expected to teach 5 undergraduate or graduate courses or studios annually, with an additional expectation of at least one graduate seminar or studio every third year. In addition to this course load, faculty will advise graduate students and direct honors and masters' theses, while also providing individualized directed study and research for both undergraduate and graduate students. Assignment of teaching and workload responsibilities to each faculty member is the responsibility of the Department chair. In meeting this responsibility, first priority for course assignment will be to meet the degree requirements for undergraduate and graduate students.

No course will be cancelled or scheduled (or rescheduled) without approval of the Department chair. If a course is cancelled for any reason, the chair can approve an alternative use of the faculty member's time.

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## 9. Policy on Faculty Duties and Responsibilities

The university's policy with respect to faculty duties and responsibilities is set forth in the Office of Academic Affairs Policies and Procedures Handbook ([http://oaa.osu.edu/OAAP\\_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php)). The information provided below supplements these policies.

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

- formal instruction of undergraduates and graduate students in lectures and studio courses
- extensive individual instruction, primarily of graduate students, under standard independent study course numbers
- special project studios that can involve external funding and support
- special research oriented seminars
- supervision of theses and project research activities and writing

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

### ***9.1 Instructional activity***

The undergraduate and graduate course load for faculty is 5 courses per year, with an additional expectation of at least one graduate seminar or studio every third year. It can vary from this number depending on extenuating circumstances (eg, SRA and sabbaticals, enrollment requirements, honors involvement, etc), course type and structure, and research and service activities.

Contact hours for individual studio, seminar and lecture courses range from three to nine hours per week with additional time required outside of class for preparation, grading, critique sessions, student advising, and meetings related to instructional productivity or enhancement. Graduate advising loads vary from year to year according to graduate student interests and faculty availability. This may range from one to four or more

students per year, but the expectation is that all faculty will participate on an equal basis in the graduate student advising process.

Total time for instructional activities should average approximately 60% of the total departmental workload, depending on research and service commitments.

### ***9.2 Scholarly activity***

Recognizing that scholarly research is a basic component of the design program at OSU, all faculty are expected to establish and to maintain active research programs involving undergraduate and graduate students. The level of scholarly and creative activities varies with individual faculty members, but it is expected that faculty will maintain an average of 20% - 30% of total time devoted to these activities. Faculty are required to maintain some form of scholarly and/or creative activity related to their professional discipline and/or the mission of the department but these activities are self-generated rather than assigned.

Full-time faculty are permitted and encouraged to engage in professional outside consulting activities. As a general rule, the proportion of a faculty member's professional effort devoted to consulting should not exceed one business day per week, subject to the University rules at <http://oaa.osu.edu/handbook/paidexternal.html> (for a more detailed list of scholarly and creative activities specific to design, refer to the Department Appointment, Promotion & Tenure document.)

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

### ***9.3 Service activity***

Faculty are expected to contribute an average of 10% of total time to service activities, examples of which are:

- examination committees both inside and outside the Department
- recruiting, fundraising and public relations activities
- advisory and evaluation committees for this University and for other universities, government agencies and professional societies
- outreach and affirmative-action activities
- department, college and university governance bodies

Service activities in the Department, College or University are either assigned or recommended by the Chair, or peers may elect faculty. External or professional service, when not involving an honorary or

elected appointment at the national or international level, should not supercede service responsibilities within the department.

*Note: the above policy related to instructional, scholarly, and service activities does not constitute a contractual obligation. Fluctuations in demands and resources in the department and the individual circumstances of faculty members may warrant temporary deviations from the policy. Completion of expected levels of activity does not necessarily constitute meritorious performance.*

#### **9.4 Assigned Research Duties**

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

#### **9.5 Deviation from workload**

Certain situations can result in a deviation from the standard faculty workload, subject to the discretion of the chair. Examples of such deviations might include:

##### *Newly Hired Untenured Faculty*

Newly hired, untenured faculty may be provided time to establish a teaching and research program and locate funding. In any case, not more than one course per year will be released.

##### *Release-Time Buyouts*

Generally, faculty may reduce their teaching load by purchasing release time on sponsored research projects, subject to the teaching needs of the Department. For example, release from one 4-hr “standard course or studio” will require a purchase equivalent to one month of a 9-month appointment. Release-time buyouts for a course will not be possible if a competent auxiliary or regular faculty member cannot be found to teach the course, and the course is required for undergraduate or graduate student degree requirements. Faculty must negotiate any such buyout well before the quarter begins, and the faculty member is responsible for finding an adequate teaching replacement to recommend to the Department chair.

##### *Chair of Major Committees*

Depending on the level of commitment necessary to serve as chair of a *major* Department, College of the Arts, or University-wide committee or

membership in the University Senate, one course per year in workload reduction may be recommended.

*Exceptional Meritorious Achievement*

Faculty receiving an exceptional award or recognition, such as University Distinguished Scholar, OSU Alumni Award for Distinguished Teacher, or University Distinguished Professor may be accorded a workload adjustment in keeping with the individual's wishes and Department obligations.

*Negotiated Course Teaching Load Reduction*

Other, special circumstances may justify a reduced teaching load. Examples are directorships of official OSU research centers, special budgeting requirements of external funding agencies, unusual public service responsibilities, and other special cases. These must be negotiated with the Department chair on a case-by-case basis.

*Increased Teaching Load*

A Department of Design faculty member, who has been inactive in sponsored research, creative scholarly activity, and public service, may be assigned additional courses per academic year at the discretion of the chair.

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## **10. Course Offerings and Teaching Schedules**

The Department's course offering schedule is dictated by the sequential and highly structured nature of the design curriculum. The Department chair, in consultation with faculty, develops a schedule of course offerings and assigns teaching schedules on a quarterly and annual basis. Teaching assignments are based on several factors, such as prior experience and success in teaching a course, coordination with other courses assigned, availability of other faculty, accommodation of increased research activities, and several other variables.

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 will be made to distribute course offerings across the day and week. To meet student needs reasonable efforts will be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17 (<http://www.trustees.osu.edu/ChapIndex/index.php>) will normally be

cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent quarter. The chair also has discretion to cancel any course that may have a prolonged negative impact on the budget of the Department. To the extent possible, courses required in the curriculum or courses with routinely high demand will be taught by at least two faculty members across quarters of offering to assure that instructional expertise is always available for such courses.

The Department staff, in consultation with the chair, is responsible for coordinating course sections, classrooms and faculty assignments and maintaining a list of all courses by quarter and year.

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## **11. Allocation of Department Resources**

The College determines the Department's annual budget allocation. It may be supplemented by internal and external grants for restricted uses such as technology support, graduate program support, and other initiatives as well as discretionary funding from collaborative research and development projects and unrestricted gifts and donations to the Department.

Discretionary funds support all departmental expenses not otherwise covered by the annual budget, including purchase of departmental equipment and furniture, maintaining facilities, and faculty development. Discretionary funds generated by collaborative student projects are distributed to cover student expenses associated with participation, and to general departmental support. Any funded research grant or project that does not return indirect costs, will be assessed a 15% overhead fee that will be allocated to the Department discretionary fund.

The Department chair is responsible for the fiscal and academic health of the Department and for assuring that all resources – fiscal, human, and physical – are allocated in a manner that will optimize achievement of Department goals. The chair will discuss the department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the chair.

The allocation of faculty office space will include considerations such as achieving proximity of faculty in sub-disciplines, productivity, and grouping activity functions to maximize efficiency. Research and/or project space shall be allocated on the basis of research grant or project contractual requirements and/or special needs and will be reclaimed by the Department when those needs are no longer relevant.

All regular faculty will be provided with computer equipment and software necessary to conduct basic teaching, research and service activities in departmental offices, utilizing the central technology resources of the College (eg, network servers, software license servers, maintenance programs, etc) and University. Requests for new equipment, software or other items for use in faculty offices should be submitted to the chair for consideration, contingent on available resources and discussions with the Technology Advisory Committee. Any off-campus use of equipment must be approved by the chair upon completion of a permission to use form filed with the department. All equipment and software must be in compliance with University security and access guidelines.

Equipment, software and other items purchased with departmental funds, independent of the source of the funds, or internal and external research grants, are restricted to uses related to teaching, research and service at OSU and must be registered for inventory control purposes. These items remain the property of the University and the state of Ohio, and are not intended for personal use related to for-profit activities.

Each faculty member shall receive an annual allocation to be used for professional expenses such as travel, copying not related to courses, membership in professional organizations, etc. The amount of the allocation is determined by the Chair after evaluation of the Department budget. Any portion of this allocation not expended during the year will be returned to the Department budget. All faculty are encouraged to apply to the College of the Arts for funds needed outside of the normal faculty allocations (e.g., for international travel, etc.).

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

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## **12. Leaves and Absences**

The University's policies with respect to leaves and absences are set forth in the OSU Office of Academic Affairs Policies and Procedures Handbook [http://oaa.osu.edu/OAAP\\_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php) and Office of Human Resources Policies and Procedures (section 6) on their website at <http://hr.osu.edu/policy/policyhome.htm>. The information provided below supplements these policies.

### ***12.1 Faculty Professional Leave (FPL)***

Tenured faculty are encouraged to apply for a Faculty Professional Leave (FPL) when eligible. Faculty are encouraged to review the program at the

OAA site for specific details, and to review the Leaves and Absences policy of the College of the Arts.

An FPL may be one, two or three quarters in length for 9-month faculty and one, two, three or four quarters in length for 12-month faculty. An FPL may involve salary reductions and other considerations established by the Ohio Legislature and the University Board of Trustees.

Faculty in Design may apply for an FPL by submitting a letter to the Department chair in advance of the requested leave, according to the schedule defined by the College of the Arts. The letter should outline the proposed activity and its relationship to the faculty member's area of research, length of the FPL, and any other relevant details.

The approval process includes the Department Chair, the College Dean (following review and recommendation by the College Personnel Committee), the Office of Academic Affairs, and the Board of Trustees of The Ohio State University. Faculty requests for the FPL will be granted initial approval by the Department chair only after consideration of overall departmental staffing requirements, but every effort will be made to accommodate faculty requests.

Faculty granted the FPL are required to indicate in writing that they understand and accept their obligation to return for a full year of service to the University following completion of the leave. They are required to file a brief summary report of their accomplishments within 60 days of the date of return to service.

### ***12.2 Special Research Assignment (SRA)***

Full-time faculty are encouraged to apply for a Special Research Assignment (SRA) which is a professional leave of one quarter in duration anytime during their term of service at the University. (Note: an FPL and SRA may not occur in contiguous off-duty quarters.) Examples of appropriate SRA proposals would include time to: study a new technology related to design process, gain access to objects or research materials in another location (national or international), engage in extensive study or writing leading to the completion of a design project or journal article, or engaging in extensive course development related to a major curriculum revision.

The approval process includes the Department chair and the College Dean. The faculty member is required to write a letter to the chair at least one quarter in advance of the proposed SRA explaining the reason for the request, timing of the leave, and other relevant details. If approved by the chair, the request will be forwarded to the Dean with a letter of support.

Faculty requests for the SRA will be granted in consideration of staffing and other departmental needs, but every effort will be made to accommodate faculty needs. Probationary faculty are especially encouraged to apply for the SRA prior to the fourth or fifth year of service to engage in activities that may enhance preparation for promotion and tenure review.

### ***12.3 Unpaid Leave of Absence (LOA)***

The university's policies with respect to unpaid leaves of absence (Policy 3.03) and entrepreneurial leaves of absence (Policy 3.04) are set forth in the Office of Academic Affairs Policies and Procedures Handbook ([http://oaa.osu.edu/OAAP\\_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php)). The information provided below supplements these policies.

An unpaid leave of absence (LOA) may be requested by faculty for personal or professional reasons.

Personal reasons may include family difficulties or other matters that prevent family members from carrying out duties for a relatively short period of time or an illness that continues after a faculty member has used all paid sick leave.

Professional reasons include the opportunity to take a temporary paid position outside the University that will enhance professional development and increase the faculty member's value to the Department upon his or her return.

The approval process includes the Department Chair, the College Dean (following review and recommendation by the College Personnel Committee), the Office of Academic Affairs, and the Board of Trustees of The Ohio State University. The faculty member writes a letter to the Chair explaining the reason for the request, the timing of the leave, and suggested arrangement for covering his or her teaching responsibilities.

### ***12.4 Discretionary Absence from Campus***

Many faculty members voluntarily take on a variety of professional activities that fall outside the Department's policy on faculty duties and responsibilities. These activities often benefit the Department or University and, to the extent possible, may 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 are priorities that must be considered 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 interest of the Department.

Regular faculty taking paid sick leave, personal leave, leave for jury duty, military duty, University business, or unpaid leave (other than the LOA) are required to file a University “Application for Leave” form. These may be obtained from the main office in Design and should be completed and returned for approval by the chair and further processing in the College.

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 quarter is substantial. Faculty Rules require that the OSU Office of Academic Affairs approve any discretionary absence of ten or more days.

#### ***12.5 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 that is expected to be used – not banked. For additional details see OHR Policy 6.27, <http://www.hr.osu.edu/policy/index.aspx>.

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### **13. Supplemental Compensation and Paid External Consulting Activity**

The university's policies with respect to supplemental compensation and paid external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook ([http://oaa.osu.edu/OAAP\\_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php)). The information provided below supplements these policies.

This department adheres to these policies in every respect. In particular, this department expects faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the department Chair regardless of the source of compensation. External

consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is university policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

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

The Department recognizes the value of faculty consulting activities including design, development, and assessment or evaluation of processes and products, curriculum development, and other forms of paid consulting related to the mission of the Department and professional design practice. University faculty are encouraged to engage in paid external consulting to the extent that these activities are clearly related to the mission of the University and the expertise of the faculty member, provide direct or indirect benefits to the University and do not entail a conflict of interest as defined in the Conflict of Interest Policy in Book 4 of the OAA Policies and Procedures Handbook ([http://oaa.osu.edu/OAAP\\_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php)).

Any intellectual property that is a “product of University research” belongs to the University according to Ohio Law. *“When consulting, faculty members must not assign to other entities the rights to a product of University research. Before signing a consulting agreement that requires assignment of intellectual property rights, a faculty member should contact the Office of Technology Licensing”* (Refer ([http://oaa.osu.edu/OAAP\\_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php))).

According to the OAA Policies and Procedures Handbook, faculty are not permitted to use University letterhead or other University facilities or resources in connection with paid external consulting unless permission is obtained from the Department chair and the University is appropriately compensated.

Faculty members are required to annually file a conflict of interest screening form 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. Paid External Consulting Approval Forms must be filed with the Department chair. All paid external consulting related to one’s area of expertise requires prior approval. If a proposed consulting arrangement

causes or could be perceived to cause a potential conflict of interest, the Conflict of Interest Form must be filed as well

Faculty in Design who engage in separate on-going consulting activities that are related may file a single External Paid Consulting Form to cover the entire time during which activity will take place, up to the end of the fiscal year in which the form is filed (June 30). Forms should be filed with the Chair in advance of the activity to allow for processing of forms that require approval at various levels of administration.

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#### **14. Financial Conflicts of Interest**

The university's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook ([http://oaa.osu.edu/OAAP\\_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php)). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

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#### **15. 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

##### ***15.1 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 (see Chapter 8 of the Office of Academic Affairs Policies and Procedures Handbook ([http://oaa.osu.edu/OAAP\\_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php))).

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Consulting Services in the Office of Human Resources, <http://www.hr.osu.edu> .

### ***15.2 Faculty Misconduct***

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 (<http://www.trustees.osu.edu/ChapIndex/index.php>).

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

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 (<http://www.trustees.osu.edu/ChapIndex/index.php>).

### ***15.4 Sexual Harassment***

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15 <http://www.hr.osu.edu/policy/index.aspx>

### ***15.5 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 or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty.

If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

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

The Code of Student Conduct is Faculty Rule 3335-23 ([http://www.trustees.osu.edu/Rules\\_23/index.html](http://www.trustees.osu.edu/Rules_23/index.html)).

Graduate student grievances are addressed to the Chair of the Graduate Studies Committee for initial consideration. They may be referred to the Department Chair for further consideration.

***15.6 Other Faculty and Staff Complaints***

All other faculty grievances should be brought directly to the Department chair. CCS and A&P staff grievances are first handled through the direct supervisor. The governing directive for staff grievances is the Office of Human Resources.

The Department follows University rule 3335-5-04 regarding procedures for complaints against regular and auxiliary faculty members.