

**Patterns of Administration
for
The Ohio State University
College of Arts and Sciences
School of Music**



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I. Introduction

This Pattern of Administration (POA) specifies the policies and procedures of the School of Music (hereafter SOM) at The Ohio State University. These policies and procedures necessarily conform to standards established by the university and by the College of Arts and Sciences (hereafter ASC). The SOM POA supplements the Rules of the University Faculty as well as other policies and procedures of the university to which the college and its faculty are subject.

The university's rules, policies, and procedures, and changes to them, take precedence over statements in this document. When the rules and policies of the university or college change, the POA will be revised accordingly. (The latest version of the university faculty rules will normally be available for consultation on the following website: <https://trustees.osu.edu/bylaws-and-rules/faculty-rules>.) In addition, the document is reviewed and either reaffirmed or revised every four years, during the first year of appointment or reappointment of the director of the school. If the document is simply reaffirmed, notice is provided to ASC and the Office of Academic Affairs (hereafter OAA). Either may choose to review the document at that time to assure that it is consistent with current university rules and policies. Whenever the document is revised, it must be forwarded to ASC and OAA for review and approval.

Items included in the POA are treated in the degree of detail that befits the sensitivity or complexity of the issues and procedures involved. References to the "director" indicate the director of the School of Music; references to the "dean" indicate the Divisional Dean of Arts and Humanities, unless otherwise specified. At the time of appointment, newly hired faculty are furnished with a copy of this POA; completed revisions are distributed to the entire faculty.

II. School of Music Mission

The Ohio State University School of Music educates students for professional careers in composition, performance, scholarship, and teaching. As an integral part of a major public university with a strong commitment to teaching, research, and service, the school recognizes the relationship that binds music to other academic and artistic disciplines. The school aims to provide, at the highest level, instruction in the study and practice of music and, in so doing, to promote an awareness of music as a humanistic study. The school encourages musical research in all its dimensions by providing students and faculty opportunities for performance, creative activity, and scholarly inquiry. The school is dedicated to sustaining and advancing musical culture in the academy and in the society at large, and it endeavors to meet service obligations to various communities within and beyond the university. Recognizing the dynamic and evolving character of music in contemporary life, the school acknowledges an ongoing responsibility to evaluate its programs and procedures, and to investigate fresh approaches to the realization of its mission. In keeping with the university's broader mission, the school is committed to nurturing the best of Ohio's students, while maintaining excellence and diversity by recruiting nationally and internationally.

III. Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. The School of Music fully endorses the principles that are

detailed in the OAA statement which can be found on their website at <https://oaa.osu.edu/academic-rights-and-responsibilities>.

IV. Faculty

Members of the SOM faculty are organized into Areas. In accordance with Faculty Rule [3335-5-19](#), types of faculty appointments in the SOM include Tenure-Track Faculty, and Associated faculty which can include: Visiting Faculty, Lecturers, Instructors, and Adjunct faculty. Tenure-Track faculty holding salaried appointments in the SOM are eligible to vote in school matters. Associated faculty are not eligible to vote in school matters. The awarding of an adjunct or courtesy appointment should be contingent upon the performance of significant ongoing non-compensated service to the school.

The faculty advises the director on all policy matters. The *voting faculty* includes only tenure track faculty. Each of these members is entitled to one vote, and when a faculty vote is taken, anyone may request a secret ballot.

The voting faculty is consulted in appropriate phases of new faculty appointments including initiation of searches, review of candidates, and subsequent recommendations.

The voting faculty is consulted in matters of peer review and promotion and tenure decisions. Regional campus faculty members holding tenured or tenure-track appointments are voting members of the school faculty as well as of their home area faculty.

A. The Areas of the School of Music

For the purpose of developing and implementing effective educational programs, ten component areas have been established within the school:

Conducting and Ensembles
Jazz Studies
Keyboard
Music Education
Integrative Studies

Musicology
Brass/Winds/Percussion
Theory
Voice Performance
String Performance

Each area is responsible for its own curriculum development, course content, and teaching assignments. Teaching assignments are subject to the approval of the director. Faculty members with duties in two areas will have a primary area, and vote only in that area.

The Conducting and Ensembles Area consists of faculty members who conduct ensembles and teach conducting (graduate and undergraduate) as their primary expertise. This includes conductors of the orchestra, choral ensembles, opera, and concert bands. Ex-officio (non-voting) members of the area currently include, but are not limited to, the director of jazz studies, and the director of the marching and athletic bands.

The Jazz Studies Area consists of faculty artist/teachers who offer comprehensive training to undergraduate students preparing for careers in jazz performance, jazz arranging and composition and in the music industry. Applied instruction in jazz is

provided in saxophone, trumpet, trombone, piano, guitar, bass and drums.

The Keyboard Area consists of tenure-track and associated faculty who provide applied piano instruction and courses in accompanying, collaborative piano, piano pedagogy and piano literature. Students are offered undergraduate and graduate degree programs, as well as opportunities in collaborative arts, working with vocal and instrumental music majors as well as chamber and large ensembles.

The Music Education Area consists of faculty, scholars, practitioners, and pedagogues who specialize in undergraduate teacher preparation, graduate teaching and research, and professional development for in-service teachers. A bachelor's degree in music education and post-baccalaureate licensure program prepares pre-service teachers in general music, choral music, and instrumental music teachers for PreK-12 licensure in Ohio.

The Musicology Area consists of faculty responsible for graduate and undergraduate degree programs in historical musicology and ethnomusicology, and most of the courses for the SOM General Education program. The area provides service courses for music students at all levels. It manages an Ethnomusicology Laboratory, which is supported by an Academic Enrichment Grant from the Office of Academic Affairs.

The Brass/Winds/Percussion Area consists of studio faculty of the traditional wind band, including flute, oboe, clarinet, bassoon, saxophone, horn, trumpet, trombone, euphonium, tuba, percussion. Faculty teach applied lessons, studio classes, pedagogy and literature classes, coach chamber music and lead homogeneous instrumental ensembles.

The Theory Area consists of faculty responsible for graduate and undergraduate degree programs in Music Theory/Cognition. It supports the core undergraduate curriculum with service courses in theory and ear training. The Music Cognition Laboratory is under its aegis.

The Voice Performance Area consists of faculty who provide applied voice instruction, vocal diction courses, voice pedagogy and courses in song literature. The area includes applied faculty, Director of the Helen Swank Research and Teaching Laboratory, and collaborative pianists.

The String Performance Area consists of studios in violin, viola, cello, double bass, and harp. Faculty teach applied lessons, studio classes, pedagogy and literature classes, coach chamber music and lead instrumental ensembles.

The Integrative Studies Area consists of composition studios and the Music, Media and Enterprise program. The Music, Media, and Enterprise Program, which has established curricula common to the Fisher College of Business, School of Communication, College of Engineering, and School of Music, provides a minor program of study for undergraduates.

Much of the funding for the programs involving ethnomusicology, music cognition, music, media, and enterprise, singing health and voice pedagogy is generated through university grants and other outside sources. All matters pertaining to the faculty, staff, and students involved in these programs, including promotion and tenure decisions, fall within the

jurisdiction of the SOM and all program directors report to the SOM director.

B. Area Heads

Only tenured faculty with full-time assignments on the Columbus campus may serve as area heads. The director appoints and reviews the area head in consultation with the area faculty. There is no limit on how long an area head may serve. As the member selected to represent the particular interests of an area faculty, the area head:

Serves on the Administrative Committee.

Schedules, at the beginning of each semester, at least two meetings of the area faculty for evaluation and general planning, and calls special meetings at the request of two or more members of the area.

Assumes responsibility for the effectiveness of the area in relation to the operation of the school as a whole.

Makes recommendations to the director concerning the annual budget for the area.

Recognizes the majority faculty rule on all matters covered in the POA and consults with area faculty on all policy matters. Such consultation is, whenever practicable, made at a meeting of the area faculty. Whenever majority faculty rule is not followed, the head must explain the reasons for the disagreement prior to taking action. This explanation will provide the rationale for the contrary opinion, and will be communicated in writing where possible or at an area meeting, with an opportunity provided for faculty to comment.

Provides leadership in developing educational programs and projects suitable to the area.

Determines faculty teaching loads and course assignments, with area faculty consultation and the approval of the director. Area heads consult each other if an individual's assignments involve two areas.

Plans, with the director and associate directors the scheduling of courses offered by the area each semester.

Stimulates effective teaching, research, and services appropriate to the work of the area.

Makes recommendations to the director concerning faculty needs within the area.

Makes recommendations to the director concerning appointments to search committees.

Makes recommendations to the director concerning appointments to the promotion and tenure committee.

Conducts selected annual performance reviews as determined by the director. Prepares written evaluations of area faculty members seeking promotion.

Serves as mentor for each of the area's probationary faculty members, both routine procedures and the steps and requirements of the tenure process.

Receives Faculty Professional Leave and Special Assignment proposals, discusses them with the area, and forwards them to the director with recommendation for approval or disapproval.

V. Organization of SOM Services and Staff

The SOM includes several staff positions that support the administrative, fiscal, curricular, operational, production, and communication activities of the school's students and faculty members. The various service positions report to the director of the school or the director's designee, and to the College, as appropriate. Staff positions include:

Academic Advisor

Administrative Associate to the Director

Assistant Director for Operations

Assistant Director, Marching and Athletic Bands

Assistant to the Faculty/Web Management

Associate Director, Marching and Athletic Bands Audio Engineer

Director, Marching and Athletic Bands Fiscal Officer

Graduate Studies Coordinator

Human Resources Officer and Purchasing Agent

Musical Instrument Room Manager

Operations Manager, Marching and Athletic Bands

Piano Technician

Production Manager

Publicity and Public Relations Coordinator

Administrative Assistant to University Bands and Music Education Area

Undergraduate Admissions Coordinator

Undergraduate Studies Coordinator

VI. Administration, Decision Making, and Advisory Structure

The School of Music is led by the director, who ultimately has final responsibility and authority for all school matters described in this POA. Two associate directors, one for undergraduate studies and one for graduate studies, and an assistant director for operations work closely with the director in the administration of the school. In addition, elected and appointed committees of faculty, staff, and students provide additional input to the school administration on many decisions, policies, and procedures.

A. Organization and Administration of the School

A1. Director

The director is appointed by the dean of the Division of Arts and Humanities and the Executive Dean of the College of Arts and Sciences, with the approval of the Executive Vice President and Provost and the Board of Trustees, for a term of four (4) years. A School Director Screening Committee appointed by the divisional dean will include a dean's representative and will exclude the sitting director. The committee will present the dean

with an unranked list of candidates deemed acceptable to the school. The dean then appoints the director. A director is eligible for reappointment. The procedures for reappointment of the director are outlined in the Pattern of Administration of the College of Arts and Sciences.

As primary administrator of the school, the director performs duties specified in the *Rules of the University Faculty* and additional duties specified herein.

Duties of the director list as follows:

Represents the school at unit head meetings at the divisional, college and university levels and at meetings of national and international associations.

Serves as the chief liaison between the school and other organizations, both on and off campus.

Oversees all outreach initiatives.

Provides faculty members with a schedule of all faculty meetings before the start of each semester and supervises the maintenance of the minutes.

Recognizes majority faculty rule on policies specified by this POA. Whenever majority faculty rule is not followed, the director will explain the reasons prior to taking action. This explanation, communicated in writing or presented at a faculty meeting, will outline the decisions of both the faculty and the director. Faculty will be given subsequent opportunities for comment.

Appoints and reviews the associate and assistant directors.

Appoints area heads after consulting with the faculty. (See Section IV.B.)

Appoints members of the standing committees specified in this POA.

Chairs the administrative committee and serves ex-officio as member of other committees, as specified in this POA.

Creates ad hoc committees as needed to further the school's business.

Consults with the associate and assistant directors and area heads about fiscal matters and prepares annual budget recommendations to the dean.

Conducts, in consultation with the associate and assistant directors and area heads, annual reviews of all faculty.

Determines, in consultation with the associate directors and area heads, salary increases and makes recommendations to the dean.

Recommends new faculty appointments to the dean, after consultation with the chair of the search committee and the area head.

Appoints, in consultation with the associate and assistant directors and area heads,

members to search committees.

Makes recommendations concerning faculty promotions, dismissals, and tenure to the dean, according to SOM APT guidelines and in accordance with procedures set forth in Faculty Rule [3335-6](#).

Evaluates Faculty Professional Leave (FPL) proposals and Special Assignment (SA) proposals after seeking advice from the area heads, and makes recommendations to the dean.

Provides leadership and guidance in the development of curricula and facilitates their implementation.

Informs the faculty of college and university policy changes which require adjustments in the SOM POA and APT documents.

Nurtures alumni relationships.

Oversees all development activities and assists the University Advancement Office in identifying and raising additional financial support for the School.

Approves and supervises the preparation and distribution of publicity materials.

A2. Associate Director and Chair of Undergraduate Studies

The associate director is appointed and reviewed by the director, in consultation with the faculty, and normally serves a four-year term. In cooperation with the director and area heads, the associate director:

Chairs the Undergraduate Studies Committee, serves on the Administrative Committee.

Supervises undergraduate admissions, undergraduate scholarships, and correspondence with prospective undergraduate students and their families.

Supervises the undergraduate degree programs, including the scheduling of courses.

Serves as supervisor for academic advising and works closely with the SOM Academic Advisor and faculty to administer all undergraduate programs.

Evaluates undergraduate transfer credits.

Supervises staff as assigned by the director.

Resolves conflicts and enforces policies regarding recital and rehearsal scheduling.

Supervises the preparation and distribution of recruitment, admissions, and advertisement materials.

Assists the director as needed.

A3. Associate Director and Chair of Graduate Studies

The associate director and chair of graduate studies is appointed and reviewed by the director in consultation with members of the graduate faculty, and normally serves a four-year term. In cooperation with the director and area heads, the associate director:

Serves as liaison between the Graduate School and the School of Music.

Chairs the Graduate Studies Committee, serves on the Administrative Committee.

Supervises graduate admissions, graduate funding, and correspondence with prospective graduate students.

Supervises the graduate degree programs and collaborates with the Associate Director for Undergraduate Studies with the scheduling of courses.

Serves as Chief Faculty Advisor for SOM graduate major programs and specializations.

Oversees assignment of faculty advisors to graduate students.

Makes recommendations to the director concerning graduate teaching associate appointments.

Oversees all graduate fellowship nominations.

Supervises staff as assigned by the director.

Maintains the *Graduate Student Handbook*.

Oversees the maintenance of graduate student records.

Oversees the administration of graduate qualifying examinations.

Assists the director as needed.

A4. Assistant Director for Operations

The assistant director for Operations is appointed and reviewed by the director in consultation with members of the faculty and staff. In cooperation with the director and faculty and staff, the assistant director:

Serves as liaison between the SOM faculty and staff. Oversees and adjusts staff workloads as appropriate.

Supervises and evaluates the performance of SOM staff, as assigned by the director.

Works closely with the director and the staff to supervise the operations of the school, including the scheduling of courses, rehearsals, performances, and special events.

Manages the teaching facilities and equipment.

Accommodates special work requested by the faculty and directors by assigning appropriate

staff when necessary.

Oversees the purchasing, maintenance, and repair of all SOM technology and assists the Instrument Room Manager, Fiscal Officer, and Audio Engineer in keeping accurate inventory records.

Supervises the maintenance of the teaching facilities and equipment.

Makes recommendations to the director concerning fiscal matters.

Assists the director as needed.

B. Standing Committees

The director is an ex officio member of all school committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee.

B1. Administrative Committee

The administrative committee is composed of the director, who serves as chair, the associate and assistant directors of the school, ten area heads, one representative of the UMC and the GMSA Vice President. Student representatives are appointment by committee election and do not vote. The committee meets regularly throughout the year but may be called into session at any time by the director or at the joint request of four area heads.

Duties of the committee list as follows:

Meets to assist and advise the director about matters that pertain to the administration of the school.

Acts as liaison between the director and the areas for the purpose of communicating all administrative actions of the college and university pertinent to the school.

Exchanges information on the various activities, plans, and objectives of each area. Assists in the preparation of yearly budget estimates for the overall school program.

Reviews all proposed curriculum changes or additions and refers them to appropriate committees for faculty consideration.

Recommends action on requests for exceptions to the normal performance and rehearsal scheduling procedures, particularly those which occur outside the academic calendar, after these requests have been approved by the faculty committee.

Recommends and reviews nominees for unit, college, and university awards and honorific titles.

B2. Undergraduate Studies Committee

The Undergraduate Studies Committee reviews all curricular proposals or revisions affecting any undergraduate program of the school and administers all undergraduate honors and awards. The membership of this committee consists of the Chair of Undergraduate Studies, who serves as chair, one faculty member from each academic area, and the Undergraduate Music Council

President, who is a non-voting member (see Part B5). Faculty members are selected by each area and members will serve three-year terms.

Duties of the Committee list as follows:

Receives from the areas all proposals for new undergraduate programs, new undergraduate courses, undergraduate course revisions, and such proposals for combined undergraduate/graduate courses.

Inspects each proposal with regard to format, documentation, clarity, appropriateness of content, adequacy of syllabus, suitability of level, course credit, semester/session of offering, and effect on the school as a whole.

Forwards approved proposals to the Administrative committee, which then forwards it to the full faculty.

Submits a list of award nominees to all faculty members for written evaluation and comment.

Selects award recipients after examining the faculty evaluations and considering the stipulations of each award.

Informs the faculty when the committee decides there is no suitable recipient for a particular award.

Reviews periodically the awards program for the purpose of proposing to the faculty improvements, changes or innovations.

Proposes to the faculty means of handling new awards when these are made available to the school.

Reviews and acts on scholarship petitions from continuing students, and on special scholarship considerations for incoming students.

B3. Graduate Studies Committee

Subject to the approval of the graduate faculty and through the committee chair, the committee coordinates, develops, and directs the implementation of policies affecting the graduate programs in the school. The membership of this committee consists of the associate director for graduate studies, who serves as chair, graduate faculty members that represent equally all areas offering graduate degrees, and the president of the Graduate Music Students Association (non-voting member). Faculty members are elected by their respective areas from among those authorized by the Graduate School to advise students at the highest degree levels offered in their programs. Members serve for three-year terms.

Duties of the Committee list as follows:

Executes routine administrative tasks related to graduate study in the school.

Maintains and updates the *School of Music Graduate Handbook*.

Proposes improvements in graduate study for consideration by the graduate faculty.

Coordinates graduate study within the school and with other departments of the university.

Appoints Category M Graduate Faculty members and notifies the Graduate School of its actions.

Submits nominations for Category P membership on the graduate faculty to the Graduate School and certifies by appropriate documentation that those nominated meet published university-wide criteria.

Receives all proposals for new graduate programs, new graduate courses, new or revised courses to be listed as both undergraduate and graduate, and graduate course revisions submitted to it by sponsoring areas.

Inspects each curricular proposal in terms of format, documentation, clarity of statement, appropriateness of content, adequacy of syllabus, and suitability of level, credit description, semesters/session of offering, and effect on the school as a whole.

Forwards approved proposals to the Administrative committee or the full faculty. (See Appendix C. Curricular Procedures and EM Exams).

Advises the Chair concerning applicants for fellowships and associate appointments, recommends graduate scholarships and other honors and awards.

Reports actions of the committee to the graduate faculty.

B4. Graduate Music Students Association (GMSA)

The graduate music students association serves as the basis of communication between the faculty and the entire graduate student population by representation on committees in the School of Music. GMSA will provide a forum for the presentation of research, compositions, performances, guest lectures, and graduate student issues related to academic and non-academic aspects of the University community.

GMSA students shall elect annually from the graduate student body of the School of Music the following Executive officers: President, Vice-President, Secretary, and Treasurer. Voting will occur in Spring Semester by ballot.

- (a) All officers shall have been registered in the School of Music as full-time graduate students for two semesters prior to election or appointment as officers and continue to be so registered during tenure of office (except during Summer Session).
- (b) New ideas, approaches, and energy are important for healthy organizational bodies; however, experience is also valuable. Therefore, the term of office for each position is no more than three years (six semesters).

The graduate studies chairperson serves as advisor. Officers of GMSA serve as representatives to the following School of Music committees and faculty meetings:

Graduate Studies Committee: president
Administrative Committee: vice president
Music/Dance Library Committee: one elected member
Conducting and Ensembles area: one elected member
Music education area: one elected member
Music theory area: one elected member
Musicology area: one elected member
Brass/Wind/Percussion area: one elected member
Strings area: one elected member
Keyboard area: one elected member
Voice performance area: one elected member

Duties of the organization officers as follows:

Presides over the administrative duties of the graduate music students association.
Conducts and regulates the election of officers and representatives.

Discusses graduate problems brought by graduate students, and makes recommendations to the appropriate committees.

Discusses proceedings of the SOM committees as reported by its representatives.

B5. Undergraduate Music Council (UMC)

The purpose of the Undergraduate Music Council (UMC) is to facilitate and enhance communication between all undergraduate music students and administrators, faculty, staff, graduate students, and organizations through representation on School of Music committees and at area/general faculty meetings, regular meetings, web space, and other means. The Council also works to develop solutions to undergraduate concerns and implements new ideas to benefit music students at The Ohio State University. The council meets numerous times per semester and publicizes the place, time, and agenda of the meeting on the UMC bulletin board at least forty-eight hours in advance of each meeting. Members come from a variety of student majors, ranks, and student organizations within the School of Music, including, but not limited to:

*American Choral Directors Association
(ACDA) student chapter*
American String Teachers Association (ASTA) student chapter
Black Music Students Association (BMSA)
Kappa Kappa Psi
National Association for Music Education (formerly OCMEA) student chapter
National Music Teachers Association (NMTA) student chapter
Phi Mu Alpha
Sinfonia
Sigma Alpha Iota
Tau Beta Sigma

All undergraduate students are eligible to nominate and elect UMC officers. The Council is open to all undergraduates in the School of Music. The Associate Director for Undergraduate Studies serves as the group's advisor.

Duties of the Committee list as follows:

Acts as liaison between the undergraduate students and the faculty. Conducts and regulates undergraduate student elections.

Fosters traditions of the school.

Speaks to prospective students on audition days and serves as a resource for recruitment purposes within the School of Music.

Nominates or appoints undergraduate student representatives to SOM and ASC councils and committees.

B6. Promotion and Tenure Committees

For all reviews of probationary (untenured) faculty and all cases of tenure and promotion, the SOM promotion and tenure committee is made up of the entire eligible faculty. To assist the eligible faculty with promotion and tenure decisions, the school formally adopted the following structures and procedures:

The director, in consultation with the administrative committee, appoints a Formal Evaluation Committee (FEC). Duties of this five-person committee are described in detail in the SOM *Appointments, Promotion, and Tenure* document.

B7. The Music/Dance Library Committee

The Music/Dance Library committee discusses matters related to the operation and administration of the library and provides advice to the head of the Music/Dance Library pertaining to the development of its collection. Membership includes the head of the Music/Dance Library, four music faculty members, one each from music education, musicology, music theory and composition, and one performance area, one dance faculty member, one appointed representative of the Undergraduate Music Council (non-voting), and one appointed representative of the Graduate Music Students Association (non-voting; see B4 above). Student representative appointments are made by their respective committee memberships and are one year terms. SOM faculty members are appointed by the director in consultation with the area heads and serve three-year terms. The committee elects its chair and meets as needed.

Duties of the Committee list as follows:

Assists and advises the head of the Music/Dance Library on matters of budget priorities, selection of library materials, and library policy.

Acts as liaison with its respective constituencies.

Ensures that the library meets the needs of the School of Music and Department of Dance.

C. Ad Hoc Committees

C1. Search Committees

(Please refer to SOM Appointments, Promotion, and Tenure, Section B.1)

VII. Faculty Meetings

SOM Faculty will meet regularly, according to a schedule provided by the director at the beginning of each semester. Attendance will be taken and minutes will be recorded and distributed for approval at subsequent meetings. Information regarding any curricular or policy decisions to be made during a meeting will be provided in advance.

The faculty normally meets once a month. The director designates a staff member to take the minutes and to maintain a file of the minutes and a record of all school legislation.

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

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

Either the director or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. Voting may be by voice, show of hands, or ballot. Any member of the voting faculty may request a secret ballot; secret ballots are required for faculty and chair appointments, fourth year reviews of probationary faculty, and all promotion and tenure decisions. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote.

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

The school 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.

VIII. Distribution of Faculty Duties and Responsibilities

A. SOM Workload

Each tenure-track faculty member in the School of Music contributes to its mission through teaching, research, and service. The work of a faculty member involves the pursuit and the dissemination of knowledge through research, teaching, public lectures, conference communications, performances, publications, the building of library collections, the provision of critically mediated access to information, artistic production, participation in professional organizations, and other such activities. In the assignment of workload duties the director and area heads shall ensure that the balance among these and other activities, as well as the balance between scheduled and unscheduled duties, affords adequate opportunity for each faculty member to participate fully in all aspects of academic work; that academic workloads are allocated and scheduled in a fair and equitable manner; and that all members of each area have

access to information about each other's loads. The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the school and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

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

A1. Teaching

Teaching involves both scheduled duties, such as the provision of graduate and undergraduate courses or lessons, and unscheduled duties such as preparation, assessment, and individual consultation and supervision.

1a. Benchmark workload for faculty

While loads may be adjusted by the area head in consultation with the director, the following benchmarks serve as starting points. For faculty whose teaching work consists primarily of classroom instruction, the standard teaching load is 4 courses per year, assuming normal research and service components. Faculty members who direct major ensembles are assigned 1/3 to 1/2 semester load per ensemble, according to such factors as complexity of program administration, number of concerts given, difficulty and quantity of repertoire performed, and amount of ensemble travel.

Teaching load for faculty whose work is primarily in studio performance is calculated according to contact hours per week. It is understood that studio faculty load may vary significantly from semester to semester; load should be measured as a pattern of activity over a series of semesters. The standard load is 15-18 contact hours per week. The following activities are normally assigned 1 contact hour each: undergraduate and graduate applied lessons; chamber music and other small ensemble coaching; studio classes. If a graduate teaching associate is assigned to the studio, this benchmark reflects the faculty member's load, not the load of the studio as a whole.

1b. Load adjustment for mixed activities

Many faculty members do teaching that cuts across the types of activities defined above, and their load expectations are adjusted accordingly. These adjustments are determined by the area head in consultation with the faculty member and the director. Examples of such workloads include individual instruction in composition by classroom faculty in Music Theory and Composition; supervision of student teachers by classroom faculty in Music Education; classroom instruction and seminars by studio faculty; classroom instruction, studio lessons, and seminars by conducting faculty.

1c. Duties of faculty over and above benchmark workload

In addition to the benchmark and adjusted loads stated above, graduate faculty members in all areas are expected to serve as advisors to masters and doctoral students; this activity entails

supervision of theses, dissertations/documents, and degree recitals. Individual studies courses, supervision of teaching associates, lab supervision, and service as a member of graduate committees are also normal activities for faculty. For performance faculty in particular, teaching duties also include recruitment activities; additional assessment (entrance auditions, juries, competitions); and extra coaching for recitals, competitions, School of Music productions, and the like.

1d. Teaching workload variables

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment, in compliance with the parameters of the course assignment inventory and utilizing the Faculty Professional Leave or Special Assignment provisions outlined below. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment, in compliance with the parameters of the course assignment inventory and utilizing the Faculty Professional Leave or Special Assignment provisions outlined below.

1e. Benchmark workload for lecturers

Lecturers' responsibilities are limited to teaching, and their loads are determined according to the instructional needs of the school. The standard load for a full-time lecturer is 3 to 4 courses per semester, 20 to 24 studio contact hours per semester, or a comparable combination of classroom and studio instruction. Ensembles that require a particularly large amount of contact time, such as jazz combos or big bands, will be credited appropriately. Workloads for temporary part-time lecturers are determined by the area head in consultation with the director.

A2. Research and Creative Activity

Faculty members are expected to demonstrate consistent achievement in research and creative activity. Recognizing that research and creative activity often require extended periods of concentrated effort, the director and area heads shall ensure that each member is given adequate opportunity to undertake these activities consistent with the expectations of the school and university (see **Section VI.C.** in the APT document). Each faculty member shall determine an appropriate schedule for the performance of research and creative activities. In addition, faculty members may apply for extended periods of uninterrupted time as stipulated in university academic leave policies.

A3. Service Activities

Activity in this category may be internal or external. Internal activities include service to the school, for instance as area heads, program directors, academic advisors, and committee members, and service to the college or university, as members of task forces, committees, academic associations, and other governance bodies. External service may involve work in the community, such as outreach and engagement, or in regional, national, or international academic and professional organizations. Each faculty member is expected to participate in the ongoing service obligations of the school. This obligation is uniform across areas.

A4. Part-time Faculty

The workload of a part-time faculty member shall be a percentage of the total workload of a full-time member, including teaching, professional, research, and service activities.

A5. Compensation and Accountability

The School of Music acknowledges that teaching workloads exceeding the standard or adjusted benchmarks can affect a faculty member's research, performance profile, or service contribution. In considering annual reviews, merit pay, and faculty leave, the director recognizes whether a faculty member has a history of teaching loads above or below the standard or adjusted benchmarks. Completion of normal levels of activity does not in and of itself constitute meritorious performance.

B. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). An SA releases a faculty member from some regular duties for a period of up to one full semester so that he or she may concentrate on a unique research, service or teaching endeavor or invest in a relatively brief professional development opportunity. Written requests for SAs by faculty should be sent to the director for endorsement and then forwarded to the divisional dean for approval.

Proposals for SAs should indicate the nature of the assignment and the impact the assignment will have on the faculty member and the institution. Special assignments may only occur when faculty responsibilities are able to be met. As part of the department's endorsement, the chair must indicate how the school will accommodate the loss of research, teaching or service that results from the change in duties.

IX. Parental Modification of Duties

The School of Music strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the school 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 school director 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.

X. Course Offerings and Teaching Schedule

The school director 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 school's first obligation is to offer the courses needed by students at times and in formats most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-17](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester.

XI. Allocation of Resources

The director makes decisions about the allocation of all resources in close consultation with the associate directors and various SOM committees. The area heads are responsible for overseeing the use of funds that are allocated to their areas and will work closely with faculty to assure that all resources—fiscal, human, and physical—are allocated in a manner that optimizes the goals of the area.

XII. Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources [Policies and Forms website](#). In general, there are five kinds of leaves and absences taken by faculty: Discretionary Absence, Absence for Medical Reasons, Unpaid Leaves of Absence, Faculty Professional Leaves, and Parental Leaves.

A. Discretionary Absence

Faculty members are expected to complete a travel request well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered during semesters on-duty. Discretionary absence from duty is not a right and the school retains the authority to disapprove a proposed absence when instruction or other activities are negatively impacted by the leave, as identified by the director. Under University Faculty Rule [3335-5-08](#), the Office of Academic Affairs must approve any discretionary absence longer than ten continuous business days and must be requested on the [Application for Leave form](#).

B. Absence for Medical Reasons

When absences for unexpected medical reasons occur, the faculty member, area head, or someone speaking for the faculty member, should let the director know promptly so that instructional and other commitments can be managed. The director must inform the divisional dean of the unexpected absence. For additional details see OHR [Policy 6.27](#).

C. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#). The school requires that the director be informed of the unpaid leave of absence.

D. Faculty Professional Leave (FPL)

Information concerning faculty professional leaves (FPLs) is presented in the OAA Policy on Faculty Professional Leaves (<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>). An FPL is intended for faculty with special proposals for research and/or creative activity. Professional leaves are an important means by which faculty members can enhance their teaching effectiveness, scholarly interests, and overall performance. To ensure that these purposes are fulfilled, the process for approving leaves stresses careful planning and includes peer review. Any full-time faculty member holding at least a fifty percent appointment with at least seven academic years of teaching service at the university may be granted a professional leave for a period not to exceed one academic year (usually two semesters). Salary information is outlined in the college regulations. FPL proposals are usually submitted in January of the year preceding the academic year of the requested leave. Proposals are submitted to the area head for peer review and forwarded to the director for approval. Requests recommended by the director are forwarded to the dean. The director's recommendation to the dean regarding the proposed FPL will be based on the quality of the proposal and its potential benefit to the school and to the faculty member as well as the ability of the school to accommodate the leave at the time requested. Each dean will set up a review process for the FPL applications they receive for their division.

E. Parental Leave

Information concerning Parental Leave policies is available in the Office of Human Resources Paid Leave Programs Policy 6.27, document: (<http://hr.osu.edu/policy/policy627.pdf>)

XIII. Supplemental Compensation and Paid External Consulting Activity

Policies on Faculty Supplemental Compensation are available at: <http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>

Policies on the Faculty Paid External Consulting are available at: <http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>

The School of Music adheres to these policies in every respect. Specifically, the school expects faculty members to carry out the duties associated with their primary appointments with the university at a high level of performance before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the director and by the divisional dean, 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 expected duties at an acceptable level of performance, 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 school. 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's policies on these matters, including seeking approval for external consulting, will be subject to disciplinary action.

Should a school faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him or her, such textbook or material may be required for a course by the faculty member only if (1) the school director and divisional dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the school or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

XIV. Conflicts of Interests

A. Financial Conflicts of Interests

The university's Financial Conflict of Interest Policy is available at:
<https://hr.osu.edu/wp-content/uploads/policy130.pdf>

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 if the presence of external funding, such as grants from industry or government, creates the potentiality for conflict of interest.

B. Conflicts of Commitment

The university's Conflict of Commitment Policy is available at:
<https://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>

A conflict of commitment exists when external or other activities are so substantial or demanding as to interfere with the individual's teaching, research, scholarship, or service responsibilities to the university or its students. Faculty members are required to file Faculty Activity Reports (see the school's Appointments, Promotion and Tenure document), revised curriculum vitae, and statements of future goals annually; the director, in consultation with the area head, will determine 1) if a conflict of commitment exists and 2) what steps will be taken to address the conflict.

C. Guidelines on Nepotism

The SOM guidelines on nepotism are to avoid conflicts of interest or the appearance of conflicts of interest that could occur when a faculty member and a student are immediate family members. "Immediate family member" includes spouse, partner, or person in a spouse-like relationship; children, parent, brother and sister, grandchild, grandparent; and for all categories except spousal relationship, "in-law" and "step." Faculty members are not to place themselves in a position of influence in situations amounting to academic nepotism. "Academic nepotism" includes, but is not limited to, teaching, grading, advising, evaluating, admissions to degree programs, awarding scholarships and assistantships, supervising or otherwise directing the academic study, progress, and/or research/creative work of a student who is an immediate family member. All faculty must conduct themselves in accordance with [University Faculty Rules](#).

XV. SOM Institutional Principles

Adopted by the faculty on August 20, 2012, the school's principles are stated in Appendix B.

XVI. Grievance and Appeal Procedures

Any member of the faculty or staff who has a grievance with the school should first discuss that matter with the director, who will review the matter and either seek resolution or explain why resolution is not possible. If the grievance involves the director, the faculty or staff member should bring the matter to the attention of the dean.

A. Salary Grievances

The SOM salary appeal procedure is consistent with Faculty Rule [3335-5-04](#),

The director and the dean are responsible for all salary decisions, which are based each year on the materials submitted by each member of the faculty, including the Faculty Activity Report (see the school's Appointments, Promotion and Tenure document), an updated Curriculum Vitae, and a Statement of Future Goals.

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the director. 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 director and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>

D. Sexual Misconduct

The university's policy and procedures related to sexual misconduct are set forth in OHR Policy 1.15, <https://hr.osu.edu/wp-content/uploads/policy115.pdf>

E. 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 a SOM administrator (e.g. area head, associate director, director), then the administrator will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the administrator will investigate the matter as fully and fairly as possible and provide a response to both the student(s) and faculty member(s) involved. If confidentiality is required, the administrator will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on other options to pursue.

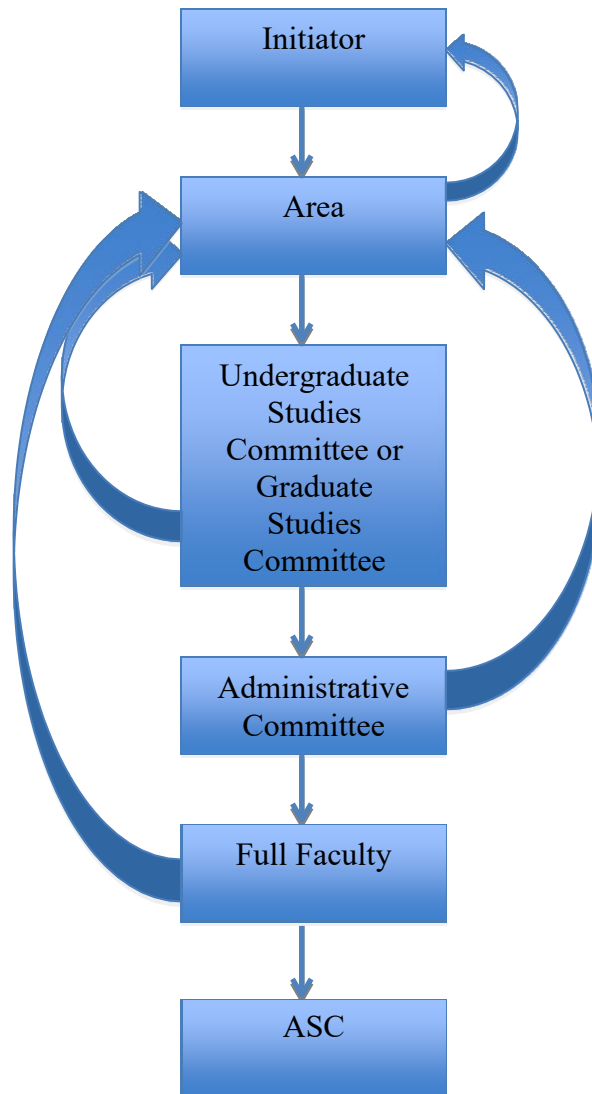
Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the director and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence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

XVII. Procedures for Reviewing, Revising, Adopting, and Amending POA

In keeping with *Rules of the University Faculty*, within the first year of his or her appointment or reappointment, the director shall review the POA and, in consultation with the faculty shall revise it as appropriate. The director will then forward the reaffirmed or revised POA to the College for feedback, and then to the Office of Academic Affairs. At other times, amendments may be proposed by the director, or recommended to the director by members of the regular faculty. These recommendations are advisory to the director. In order to be adopted as amendments to the POA, the recommendations must be consistent with the purpose of the document and with appropriate university rules and policies. The process for amendment or adoption is the same as above.

XVIII. Appendices

Appendix A: Curricular Approval Process



Appendix B: Institutional Principles

The Ohio State University School of Music
INSTITUTIONAL PRINCIPLES
Adopted by the Faculty – 20 August 2012

WE BELIEVE...

...the principles that characterize the work of the faculty and staff of the School of Music include our commitment to foster an atmosphere conducive to creative scholarship and performance where we place the educational needs of our students first.

WE ACKNOWLEDGE...

...the interconnected nature of our teaching, research, creative activity, service, and outreach and our multiple obligations to the university at large.

WE EXHIBIT ...

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

WE HOLD ...

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

Appendix C: Curricular Procedures and EM Exams

The curricula of the school is the responsibility of the faculty. Proposals for the establishment, alteration, and abolition of courses or programs may originate with an individual faculty member, area, or committee of the school. Curricular (pertaining to individual courses or degree programs) proposals are submitted first to the appropriate area for approval. If approved by a majority of the area faculty, a copy is forwarded to the undergraduate or graduate studies committee for approval.

Please refer to Appendix A. The initiator of any curricular proposal accepts the responsibility to investigate all aspects and ramifications of the proposal, in consultation with the appropriate area. If the proposal has budgetary implications, the proposal is brought to the Administrative Committee for discussion.

If, after consideration by the administrative committee, it appears that the proposal can be implemented, the director refers the proposal to the associate director of undergraduate studies or associate director of graduate studies, as appropriate, who sends a written summary of the proposal to the full faculty not less than one week preceding the faculty meeting at which the proposal is to be discussed. If the proposal receives the approval of a majority of the faculty present at that meeting, the appropriate associate director submits it for college approval.

If a change is warranted, the proposal is sent back to the sponsoring area and the review process reinitiated from that point. Revisions requested by either a college or university level body, will go directly to the area which must then return the revised approval to the appropriate associate director.

Proposals for group studies courses require approval by the sponsoring area and the appropriate associate director. Proposals for Music 4194 and 5194 are sent to the Associate Director of Undergraduate Studies and proposals for Music 7194 are sent to the Associate Director for Graduate Studies. By university policy, group studies courses may be offered a maximum of three times.

Proposals for courses to be listed as both graduate and undergraduate should be sent first to the Undergraduate Studies Committee. That committee will consult with the Associate Director of Graduate Studies who will determine if the Graduate Studies Committee will also need to review the proposal.

To ensure efficient processing of curricular proposals:

The area head ensures that a proposal is well written before it is submitted to either the graduate studies committee or the undergraduate studies committee.

A proposal that needs further work is returned to the area head, rather than to the initiator of the proposal.

The area head is encouraged to attend the relevant meeting(s) of either the graduate studies committee or the undergraduate studies committee.

The chair of the reviewing committee ensures that approval signatures are obtained in a timely fashion.

Proficiency (“EM”) Credit Procedures:

Proficiency (“EM”) credit is given in accordance with Faculty Rule 3335-8-21. In addition, the following rules apply specifically for all courses offered by the school:

Content of the Examination

The EM examination should be more comprehensive than the final examination for the course.

The examination should be drawn up by the appropriate faculty member and approved by the area.

Copies of EM examinations should be filed with area heads and the Associate Director for Undergraduate Studies.

Administration of the Examination

EM examinations must be scheduled prior to the last course offering before date of graduation.

EM Examinations in applied music are to be heard by the appropriate final examination committee.

EM credit is reported according to the directions on the SOM EM form.