

**PATTERN OF ADMINISTRATION
FOR THE OHIO STATE UNIVERSITY - MANSFIELD CAMPUS**

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1. INTRODUCTION

This document describes the mission, policies, and procedures of the Mansfield Campus of The Ohio State University. This document supplements Rules of the University Faculty and other policies and procedures of the University to which this regional campus and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment and reappointment of the campus Dean and Director. However, revisions may be made at any time subject to approval of the Office of Academic Affairs.

2. MISSION OF THE OHIO STATE UNIVERSITY AT MANSFIELD

Through its Mansfield Campus, The Ohio State University extends Ohio State University courses, curricula, and resources geographically, to meet the educational needs of the people of North Central and Northeast Ohio. In achieving its mission, The Ohio State University at Mansfield is guided by several operating principles and core values including the following:

Ohio State Quality: All courses and curricula offered on the Mansfield campus fully maintain the same content and standards as those offered in Columbus. All regular faculty hold the highest degree awarded by their profession, and almost all non-tenure track faculty hold a master's degree or higher. Regular faculty are members of their OSU departments and meet departmental criteria for promotion and tenure. Regular faculty are expected to remain current in their professions by engaging in active scholarship.

Student-Friendly: Regular, full-time faculty deliver more than half of the instruction. Excellent teaching is expected of all faculty. Class size is kept relatively small, averaging 20-25 students per class. Faculty members help students to learn both inside and outside of class. Highly professional staff members support student learning in many diverse ways, such as maintaining facilities, advising students, tutoring, and providing administrative services.

Broad and Open Access: The Mansfield campus maintains Ohio State's Land Grant tradition of making higher education accessible to traditional and non-traditional students. Admission is open to all. The campus values diversity and strives to engage all of the surrounding community. Scholarships and other financial aid help many students surmount financial obstacles, and the campus's academic support services help students who may have been away from education for a number of years or who need help with learning skills.

Community Involvement: The campus is involved in the life of the community. The campus is formally involved with the region in economic development, in the arts and cultures, and in support for schools. Many faculty and staff contribute time, money, and expertise to the good of the community. In turn, community leaders help the campus assess community needs, and the

community has contributed generously to campus campaigns. A community Board helps advise the Dean.

Diversity: At Ohio State, we celebrate and learn from our diversity, and we value individual differences. Academic freedom is defended within an environment of civility, tolerance, and mutual respect.

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://oaa.osu.edu/rightsandresponsibilities.html>.

4. REGIONAL CAMPUSES AT THE OHIO STATE UNIVERSITY

The four regional campuses – Lima, Mansfield, Marion, and Newark – offer Associates, Bachelors, and Masters Degrees in a number of selected undergraduate and graduate programs. Courses on these campuses must be approved by the relevant departments on the Columbus campus. All courses taught on the regional campuses are Ohio State courses, not “regional” campus courses.

Regional campus faculty members are assigned to the campus that hired them for the duration of their employment with the University unless a transfer is effected under the terms of Faculty Rule 3335-46-07.

5. OVERVIEW OF CAMPUS ADMINISTRATION AND DECISION-MAKING

Policy and program decisions are made in a number of ways: by the Mansfield Campus faculty as a whole, by standing or special committees of the Faculty Assembly, or by the Dean/Director. The nature and importance of any individual matter determines how it is addressed. Mansfield Campus governance proceeds on the general principle that the more important the matter to be decided, the more widespread the consultation and consensus on a decision needs to be. Open discussions, both formal and informal, constitute the primary means of obtaining consultation and reaching consensus on decisions of central importance.

The Dean/Director ultimately has final responsibility and authority for all matters described in this Pattern of Administration (see attached flowchart). In making these decisions, the Dean/Director’s first line of contact for consultation on any major issues should be the Executive Committee, a body made up of elected faculty and staff. Secondly, the Dean/Director should also rely on contributions and advice from the Faculty Assembly and its committees, Associate Dean, Assistant Dean, Senior Administrative Team, MSAC (Mansfield Staff Advisory Council), TNTFAC (Teaching Nontenure Track Faculty Advisory Council), Student Government, and the OSU Mansfield Board (composed of nine private citizens and one student appointed by the

Executive Vice President and Provost in consultation with the Dean/Director). In particular, the following issues will be taken to the following bodies (see list below). However, major issues and discussions within groups will be shared among groups (via electronically distributed minutes) and forwarded to the Executive Committee for final deliberation with the Dean.

5.1 The regular faculty will be consulted on policy matters of relevance to the faculty and on regular faculty personnel decisions. Likewise, the Dean/Director will meet with the auxiliary teaching faculty or all faculty (regular and auxiliary) on matters of relevance to one or both bodies. Consultation will be timely, intended to produce consensus before decisions are made and will normally take place in the various committees designed to provide consultation to the Dean/Director. Those issues regarded as especially important policy matters by the majority of the Executive Council of the Faculty Assembly or by the Dean/Director will be discussed in a meeting of Faculty Assembly. (The foregoing does not limit the right of administrators to consult with faculty members individually or in small groups or to consult with non-faculty groups or individuals as appropriate.) If circumstances warrant, the Dean/Director may convene a meeting of the entire faculty with one week's notice. In cases where the Dean/Director is not able to obtain a clear majority vote in favor of a given action after consultation with the faculty, a faculty committee, or the Executive Council, s/he will convene the appropriate faculty body to publicly announce her/his decision and provide reasons for making that decision.

5.2 The Mansfield Staff Advisory Council and the Senior Administrative Team will be consulted on policy matters of specific relevance to staff. Those issues regarded as especially important policy matters by the majority of the Staff Advisory Council or by the Dean/Director will be discussed in a meeting of the Senior Administrative Team. (The foregoing does not limit the right of administrators to consult with staff members individually or in small groups or to consult with other groups or individuals as appropriate.) If circumstances warrant, the Dean/Director may convene a meeting of the entire staff with one week's notice. In cases where the Dean/Director is not able to reach consensus in consultation with the Mansfield Staff Advisory Council or Senior Administrative Team, s/he will convene the appropriate staff body to publicly announce her/his decision and provide reasons for making that decision.

(5.3) The OSU Mansfield Board and its standing committees (Finance, Campus Facilities and Planning, Academic Affairs and Student Life, and External Relations) will be consulted on policy matters pertaining to the campus as a whole. Those issues regarded as especially important policy matters by the majority of the OSU Mansfield Board or by the Dean/Director will be discussed in any of the regularly scheduled Board meetings. (The foregoing does not limit the right of administrators to consult with Board members individually or in small groups or to consult with other groups or individuals as appropriate.) If circumstances warrant, the Dean/Director may convene a meeting of the entire Board with one week's notice. In cases where the Dean/Director is not able to reach consensus in consultation with the Board, s/he will convene the Board to publicly announce her/his decision and provide reasons for making that decision.

6. MANSFIELD CAMPUS ADMINISTRATION

6.1 DEAN AND DIRECTOR

The Dean and Director is appointed by the Provost to a term of five years. The primary responsibilities of the Dean/Director are set forth in [Faculty Rule 3335-3-29](#). This policy states:

“There shall be a Dean and Director of each regional campus who shall be a member of its faculty and the administrative head of the regional campus. The Dean and Director shall be appointed by the board of trustees upon nomination of the Executive Vice President and Provost in consultation with the president. Before making this nomination, the Executive Vice President and Provost or designee shall confer with the regional campus faculty, the department or school in which the faculty appointment would be made, and shall consider the recommendations of the Deans of the colleges with regular faculty assigned to that campus.

The major responsibility of each regional campus Dean and Director shall be that of providing active leadership in the promotion, direction, and support of educational activities and research opportunities, in the maintenance of a high level of morale among the faculty, and in the encouragement of the spirit of learning among the students. In addition the Dean and Director shall have administrative responsibility for the program of the regional campus subject to the approval of the Executive Vice President and Provost or designee, the President, and the Board of Trustees. These administrative responsibilities shall include the duty:

(1) To preside at meetings of the faculty Executive Committee and to appoint members to regional campus committees unless the method of selection is determined by the Administrative Code or by the regional campus faculty.

(2) To develop in consultation with the faculty a Pattern of Administration for the regional campus following the principles set forth in paragraph (C)(2) of rule 3335-3-35 of the Administrative Code.

(3) To communicate to the regional campus community the educational programs, standards, and policies of the campus and the university.

(4) To establish the extent and variety of course offerings on the regional campus in consultation with the Executive Vice President and Provost or designee, the appropriate college Deans, department Chairs or school Directors, and the faculty of the regional campus.

(5) To consult with the appropriate college Dean and department Chair or school Director and to jointly offer employment to prospective faculty members assigned to the campus.

(6) To assist the appropriate college Deans, department Chairs, and school Directors in the annual review of all faculty assigned to the regional campus. This assistance shall include a written evaluation of the faculty member's teaching, research, and service activities on and for the regional campus. The regional campus Dean and Director shall be consulted when a

regional campus faculty member is being considered for promotion and tenure and may suggest such candidates to the appropriate chairs and directors.

(7) To prepare and administer the regional campus budget in consultation with the regional campus faculty budget committee; to consult with the appropriate Chair or Director regarding faculty salary recommendations; to be responsible for the management, maintenance, and security of the physical plant and capital equipment of the regional campus.

(8) To maintain liaison with community councils and agencies and to garner support of regional campus programs and activities.

(9) To develop, promote, and maintain educational, cultural, and service programs with approval of the appropriate university bodies and administrative officials. The Dean and Director shall review all such programs periodically.

(10) Consult with the Executive Dean for regional campuses on matters of common concern to the regional campuses.”

6.2 ASSOCIATE DEAN

Although the Dean/Director serves officially as the campus's chief academic officer, it is the Associate Dean who manages the daily supervision of most academic matters on the Dean's behalf. The Associate Dean is responsible for the following: constructing both class schedules and final exam schedules; contracting special contract faculty as needed; meeting with the Curriculum Committee to recommend new academic programs; assigning classroom space for courses; conducting annual reviews of regular faculty with the Dean; handling allegations of academic misconduct in accordance with University guidelines; approving travel reimbursement requests as well as requests involving the use of noncompetitive funds; overseeing records disposition including timely destruction of the same; supervising the Director of the Conard Learning Center and the Manager of the Master of Social Work program; serving as a link to the administration for the Honors and Academic Enrichment Committee, the Library Committee, and the Professional Development Committee.

6.3 ASSISTANT DEAN

On Mansfield campus, the Assistant Dean is a 50% time administrative position. The Assistant Dean is responsible for the following duties: supervising advisors including goal setting and performance assessment; serving as an advocate for the advising unit; maintaining awareness of and involvement in retention initiatives; increasing community awareness of faculty research; providing updates for the faculty research webpage; facilitating faculty research where appropriate; publicizing student research opportunities and achievements; updating the undergraduate research webpage; working with Honors and Academic Enrichment Committee to help fund student research; facilitating student research where appropriate; coordinating or assisting with student research forums; assisting the Associate Dean on special initiatives related to curriculum; supervising the Faculty Services Secretary including goal setting, performance assessment and ensuring faculty needs are met in the Secretary's absence.

6.4 ORGANIZATION OF SERVICES AND STAFF

The administrative responsibility for the program of the Mansfield campus is vested in the Dean/Director, whose duties are defined by Faculty Rule 3335-3-29. To assist with these duties, the Dean/Director shall appoint an administrative staff. The Ohio State Mansfield campus administration includes several central service offices that support and promote the educational and research activities of the campus's students and faculty members. The various service offices are headed by senior administrative staff members that report directly to the Dean/Director. These support offices include: Admissions and Financial Aid, Development, External Relations, Facilities, Finance, Human Resources, Student Life, and Technology Services. The current organization chart of the administrative staff is attached.

6.5 MANSFIELD STAFF ADVISORY COUNCIL

The mission of the Mansfield Staff Advisory Council (MSAC) is to serve the Dean/Director as a staff advocacy body and provide staff input into campus decision making. Specifically, the council seeks to foster communication between staff and administrators; promote a positive and innovative work environment; recognize and reward staff excellence; enhance staff professional development opportunities; and, generally, represent the needs and interests of the staff as they relate to the mission of the Ohio State Mansfield campus. The council is composed of two A&P Staff representatives, two CCS Staff Representatives, and one At-Large (any staff member) representative. MSAC representatives are self-nominated or nominated by other staff members and then appointed by the Dean. Appointments will be staggered with the Dean/Director appointing two or three new members each January as indicated. MSAC appointments are for a two-year term and no member shall serve more than two consecutive two-year terms. Officers must have accumulated one continuous year of service prior to election as an officer. Only appointed MSAC members have voting privileges at MSAC meetings. Two ex-officio staff members from the Executive Committee also serve on MSAC but do not have voting privileges on MSAC. Executive Committee staff members self-nominate and are elected by their peers (one from among A&P and one from among CCS staff) for one year terms in a process that originates in the Human Resources Office in October and November of each year.

6.6 MANSFIELD TEACHING NONTENURE TRACK FACULTY ADVISORY COUNCIL

The Teaching Non-Tenure Faculty Advisory Council (TNTFAC) is an advocacy body for full- and part-time Auxiliary faculty. The Council advises the Dean/Director on concerns of the Auxiliary faculty, provides a means of communication between the Dean/Director and Auxiliary faculty, and offers a representative voice on issues of importance to all non-tenure eligible instructors. These issues include, but are not limited to, workload, professional development, promotion, compensation, hiring practices, and access to resources. Council membership reflects the variety of disciplines and instructional roles at the OSU-Mansfield campus. The Chair and past-Chair serve on the Executive Committee. All members of the Auxiliary faculty are eligible to serve on TNTFAC. Representatives are elected by secret ballot and serve no more than three consecutive years. Elections are held annually at the fall meeting. TNTFAC Bylaws are subject

to TNT approval; upon approval, any change will require a 2/3 vote by Auxiliary faculty members.

7. FACULTY

Faculty Rule 335-5-19 (<http://trustees.osu.edu/rules5/ru5-19.html>) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty at The Ohio State University at Mansfield include regular faculty with compensated FTEs of at least 50% in their tenure-initiating unit. Auxiliary faculty, emeritus faculty, and regular faculty with a less than 50% appointment may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

The tenure-initiating unit of regional campus faculty is the discipline-based department on the Columbus campus. This arrangement necessitates considerable cooperation between the regional campus and the Columbus campus TIU in order to assure that appointments, annual reviews, and promotion and tenure reviews are carried out in a manner fair to the faculty and consistent with the needs and standards of both the tenure initiating unit and the regional campus.

7.1 REGULAR FACULTY APPOINTMENTS

Each Spring Semester, the Curriculum Committee recommends to the Executive Committee the list of proposed regular faculty searches for the following academic year in priority order. The Executive Committee reviews these recommendations and makes its recommendation to the Dean/Director. The Dean/Director makes the final determination of how many and in what disciplines the searches will be conducted. The Dean/Director, in consultation with the department/school, will prepare the position description. The Dean/Director will appoint the search committee that will include at least two regular faculty members from the Mansfield Campus and one representative from the department/school at OSU-Columbus. Candidates will be interviewed on both the Mansfield and Columbus campuses. A decision to make an offer is agreed upon by the Dean/Director and the department chair/school director. Both the Dean/Director and the department chair/school director sign the letter of offer.

7.2 FACULTY ASSEMBLY

The Mansfield Campus Faculty Assembly is the official forum and voice of the campus faculty and is chaired by the Faculty President. The Faculty Assembly membership consists of regular faculty members and other auxiliary teaching faculty (known as “associate members” in the constitution), as defined in Faculty Rule 3335-5-19, having their primary appointment at Mansfield. The regular faculty will elect its own officers and set its own constitution and by-laws. The Faculty President shall convene faculty assembly at least once each semester, shall give notice of regular meetings as far in advance as possible (but at least a week), and shall ensure that minutes be taken and maintained. As a regular faculty member, the Dean/Director is

a non-voting member of Faculty Assembly, attends its meetings, and participates in its deliberation.

Faculty Assembly has defined in its constitution, and has delegated certain powers to, an Executive Council (a subgroup of the Executive Committee). The Executive Council shall consist of the President, Vice President, Past President, and Secretary, Representatives to the Senate, Chairpersons of the Curriculum Committee and Diversity Committee, and two at-large Members. The President presides over the meeting and votes only in cases of a tie. The Deans only attend Executive Council meetings when invited by the Council members.

7.3 EXECUTIVE COMMITTEE

The campus Executive Committee consists of the Executive Council, two staff members (one A&P, one CCS) elected for one-year terms, two non-tenure track (auxiliary) faculty, the Assistant Dean, the Associate Dean, and the Dean/Director. This committee will be the normal first contact for consultation for the Dean/Director, referring specific items to other committees or to Faculty Assembly, as appropriate. The Dean/Director and the President of Faculty Assembly will co-preside Executive Committee meetings and will jointly set the agenda. The Executive Committee will meet at least three times each semester.

7.4 STANDING COMMITTEES

Faculty members of all standing committees will be appointed each December by the newly elected Executive Council. To assist in the governance of the campus and to promote consultation, committees will be formed and their charges approved jointly by the Executive Committee and the Dean/Director subject to the review of the Faculty Assembly. For committees involving staff member participation, the Mansfield Staff Advisory Council and the staff member's supervisor will be consulted where appropriate. The present inventory of standing committees is as follows:

Honors and Academic Enrichment;	Budget and Compensation;
Library;	Arts & Lectures;
Professional Development;	Curriculum;
Student Support;	Diversity

7.5 AD HOC COMMITTEES

The Dean/Director may, in consultation with the Executive Council or Executive Committee as appropriate, appoint and charge special committees for specific purposes. Membership will be representative (i.e., including regular faculty, auxiliary faculty, staff, students) when appropriate and possible.

7.6 FACULTY PERSONNEL MATTERS

7.6.1 Promotion and Tenure

The Mansfield Campus has a Promotion and Tenure Policies and Procedures document which outlines in detail the policies and procedures on the Mansfield Campus regarding promotion and tenure deliberations and decisions.

7.6.2 Annual Reports and Reviews for Regular Faculty

Each regular faculty member is reviewed annually during Spring Semester by the Dean/Director and Associate Dean. The purposes of the review are:

- A. To inform the administration of faculty achievements,
- B. To give faculty members individual feedback on their performance,
- C. To discuss plans for the future,
- D. To provide the basis for merit pay increases, and
- E. To discuss progress toward tenure and/or promotions as applicable.

The period covered by the review is the preceding calendar year.

Regular faculty will prepare a report describing teaching, research, and service activities of the preceding calendar year and indicating plans for the coming year. All faculty must submit to the Dean/Director this completed report. An updated vita, student evaluation of teaching printouts, and the faculty approved instrument for tracking service also should be included.

Each regular faculty member will schedule a 30-minute annual review meeting with the Dean/Director and Associate Dean during Spring Semester. Faculty members who are on leave and/or out of the country will arrange the meeting as soon as feasible upon their return. The review meeting will discuss the faculty member's performance during the past year and plans for the future. During that meeting, each faculty member will negotiate what percentages of his or her evaluation in the upcoming year will be devoted to each of three areas: teaching, scholarship, and service. These percentages or weightings shall conform to the Faculty Workload Policy.

A letter summarizing the annual evaluation is sent to the faculty member. A copy of the letter is sent to the faculty member's department chair. The faculty member is responsible for sending an annual report to his/her department following the deadlines and format required.

The weightings negotiated for the preceding year are multiplied by quality assessments (a scale of 0-4) to form the starting point for merit raise determinations. Merit raises will be based upon the quality of service and teaching performance rendered during that year, an assessment of scholarship in the previous three years (for which the Dean/Director will consult with the faculty member's department chair/school director), and upon market and equity considerations.

A letter summarizing the faculty member's raise will be distributed in the Fall. This letter will include the faculty member's total raise, new salary, difference in percentage between the old and new salaries, and his or her ratings in each of the three areas of evaluation.

7.6.3 Annual Reports and Reviews for Auxiliary Teaching Faculty

Auxiliary faculty who are reappointed participate in a biennial peer review of teaching process. Other details about the annual review process for auxiliary faculty are discussed in the Appointments, Promotions and Tenure Document.

8. FACULTY MEETINGS

In accordance with the Constitution of the Faculty Assembly, Article I, Section 2, the meetings of the Assembly adhere to the following policies:

8.1 Regular meetings of the Assembly shall be held at least once each autumn and spring semester. The regular autumn meeting shall be held in December for the purpose of electing officers for the forthcoming year.

8.2 Special meetings of the Assembly may be called by the President, the Executive Council, the Dean/Director, or by written request of at least 25% of the regular members. Such requests shall be directed in writing to the President on behalf of those regular members (who shall be named in the meeting request), and the requested meeting shall take place in a timely manner (approximately 1 week after the date of the request).

8.3 The Executive Council shall prepare an Agenda for all meetings of the Assembly. Members wishing to place items on the Agenda shall submit them to the President no later than four business days before the meeting. The agenda shall be sent by the President to the regular and associate members via email in a timely manner (at least three business days before that meeting).

8.4 The President of the Assembly, or in his/her absence the Vice President, shall serve as presiding officer at the meetings of the Assembly. In the absence of both the President and Vice President, the President shall appoint a member of the Executive Council as temporary presiding officer at that meeting only. No executive duties shall be performed by this temporary officer, other than presiding.

8.5 Meetings shall be conducted in a firm, orderly manner with proper regard for democratic procedure.

8.6 A quorum shall consist of two-thirds of the regular members of the Faculty Assembly. All regular faculty members are expected to attend, with said attendance recorded.

9. MANSFIELD FACULTY WORKLOAD POLICY

The Mansfield Campus Faculty developed, in consultation with the Dean, a comprehensive workload policy (Appendix A).

10. POLICY ON FACULTY DUTIES AND RESPONSIBILITIES

The OSU Mansfield Dean/Director is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that campus workload is distributed equitably among faculty. While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the Dean/Director assigns teaching and, in most cases, campus service during on-duty terms.

In making these assignments the Dean/Director must balance the needs of the Mansfield Campus with the preferences of the faculty member in accordance with the OSU-Mansfield Campus policy on faculty duties and responsibilities described in the Mansfield Campus Workload Policy.

Many faculty members voluntarily take on a variety of professional activities that fall outside the campus's policy on faculty duties and responsibilities. These activities often benefit the campus or University and, to the extent possible, should be taken into account in considering a faculty member's total workload.

However, fairness to other faculty and the campus's need to meet its programmatic obligations may become issues for further deliberation when a faculty member seeks relief from campus obligations in order to devote considerable time to personal professional interests that may not contribute to campus goals. The Dean/Director may decline to approve such requests when s/he judges that approval is not in the best interests of the campus.

During on-duty periods, faculty members are expected to be available for interaction with students, service assignments, and other responsibilities, even if they have no formal course assignment. Faculty should be willing to come to campus for meetings whenever they are scheduled, even on days on which they do not teach classes. On-duty faculty members should not be away from campus for extended periods of time unless on an approved absence such as grants, fellowships, research or other professional opportunities at another location, Special Assignment (SA) or Faculty Professional Leave (FPL). According to the Faculty Rules, May term is considered on-duty.

In adherence to Faculty Rule 3335-5-08 the OSU Mansfield *Faculty and Staff Handbook* states that any absence from normal duties requires approval and documentation. All requests for an Absence from Duty or Leave of Absence must be made via the electronic eLeave system (eleave.osu.edu) and submitted to the immediate supervisor for approval. For faculty, the "immediate supervisor" is the Associate Dean. All faculty and staff must provide reasonable advance notice when the need for the leave or absence is foreseeable, that is, if medical treatments or other events are planned or known in advance. If the leave of absence is not foreseeable, the employee must provide notice to his or her immediate supervisor as soon as practicable

11. COURSE OFFERINGS AND TEACHING SCHEDULES

While consideration must be given to the teaching specialties and preferences of faculty, the primary consideration in scheduling classes must be to provide for the needs of students. Every effort should be made to assure the regular availability of required courses and the sensible timing of high demand offerings so that all students have a fair chance at fitting such courses into their schedules.

It is the Dean's responsibility to assure that the schedule of course offerings each semester as suggested by the Associate Dean, makes the most effective use of the campus's instructional resources. Faculty Rule 3335-8-16 establishes a standard that an elective course below the 3000 level should have an enrollment of at least twelve and an elective course at the 3000 level or above should have an enrollment of at least eight for the course to be taught. Exceptions to this rule will be made, due to extenuating circumstances as identified in the Mansfield Campus Course Cancellation Policy, by the Associate Dean.

Annually the patterns of enrollment in all course offerings, especially elective offerings, will be reviewed. The Associate Dean in consultation with the Curriculum Committee will identify offerings that may represent a less than optimal use of instructional resources. Courses with enrollments that are frequently below minimum should be discontinued or at least not offered again until there is reason to expect adequate enrollment. Faculty who teach such courses, or whose courses are cancelled because of low enrollment, should be assigned to other courses. Whenever possible, this must be done in a timely manner by the Associate Dean to avoid the faculty member having to teach an overload during an upcoming year or in the summer.

Faculty may not cancel courses on their own. The Associate Dean is responsible for determining whether a scheduled course is to be cancelled.

12. ALLOCATION OF RESOURCES

Each regular faculty and, to the extent possible, full-time auxiliary member will have a private office with a telephone and a computer. Similar accommodations will be made for staff and part-time teaching faculty as appropriate. Faculty offices and lab space are assigned by the Associate Dean. Requests for a change in office assignment should be presented in writing to the Associate Dean. The Mansfield Campus attempts to support faculty professional development in a variety of ways. These ways are described in the OSU-Mansfield *Faculty and Staff Handbook* in the section titled "Professional Development Support (faculty)."

13. 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*, <http://oaa.osu.edu/handbook.html> and Office of Human Resources Policies and Procedures

website, <http://www.hr.osu.edu/policy/>. The OSU Mansfield *Faculty and Staff Handbook* (Appendix B) specifies policies and procedures in the sections, “Absence from Campus” and “Leave Policies.” The Mansfield Campus faculty have a detailed procedure for the review and recommendation of FPLs, SAs, and course reductions from teaching. These procedures can be found in the *OSU Mansfield Faculty and Staff Handbook* in the section titled “Professional Development Guidelines for Review and Recommendations on FPL’s, SA’s, and Course Reductions.” There is also a discussion of such leaves in the Workload Policy (Appendix A).

In accordance with federal law, the University provides job protected Family and Medical Leave (FML) to eligible faculty and staff for up to 12 work weeks (480 hours) of leave during a 12-month period based on qualifying events. Faculty and staff who care for family members are eligible for up to 26 work weeks of leave in a single 12-month period. The Ohio State University provides parental leave to male and female faculty and staff. Whether eligible faculty or staff are taking leave for maternity, paternity, or adoption, leave policies provide several options for University paid time off. Additional paid time off may also be an option, depending on leave balances, as well as unpaid time off as permitted by Family and Medical Leave. Understanding parental leave options begins with the University’s Family and Medical Leave policy 6.05.

14. 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/handbook.html>. Specific guidelines for the Mansfield Campus are found in the *Faculty and Staff Handbook* in the sections titled “Consulting” and “Supplemental Compensation.”

15. 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/handbook.html>. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator’s professional judgment in exercising any university duty or responsibility, including designing, conducting, or reporting research.

Faculty members with external funding (or otherwise required by University policy) are required to file conflict of interest screening forms (annually in some cases, less often in others, but 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. The OSU Mansfield *Faculty and Staff Handbook* details procedures in the Section “Conflict of Interest.”

All staff members of state-assisted universities are covered by Chapters 102 (*Ethics*) and 2921 (*Offenses Against Justice and Public Administration*) of the Ohio Revised Code. In accordance with the law, copies of Chapters 102 and 2921 will be provided to each new faculty or staff member of The Ohio State University. Full information on these policies can be found at <http://www.mansfield.ohio-state.edu/about-osu-mansfield/human-resources/new-hires>. All new faculty and staff hires must complete all required forms when hired.

16. GRIEVANCE PROCEDURES

Faculty and staff at the Ohio State University–Mansfield may follow specific procedures when filing a grievance. This procedure may vary depending upon the nature of the grievance.

16.1 Salary Grievances

A faculty member who believes that his or her salary is inappropriately low should discuss the matter with the Dean. The faculty member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the Dean/Director and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs *Policies and Procedures Manual*, <http://oaa.osu.edu/handbook.html>).

Administrative and Professional staff or Classified Civil Service staff (excluding those in the bargaining unit) must first appeal to their immediate supervisors for clarification and possible amendment. If the appeal to the immediate supervisor fails to resolve the issue, an appeal may be made in writing to the Dean/Director. The written appeal should include any appropriate supporting documentation. Staff members who are not satisfied with the outcome of the discussion with the Dean/Director and wish to pursue the matter should contact Consulting Services in the Office of Human Resources (www.hr.osu.edu).

16.2 Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html>.

16.3 Sexual Harassment

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, www.hr.osu.edu/policy/index.aspx. Faculty and staff should consult with the Senior Human Resources Officer on the Mansfield Campus if they have any questions regarding the policies.

16.4 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 Associate Dean, s/he will first ascertain whether the students require confidentiality or not. If confidentiality is not required, the Associate Dean 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 Associate Dean 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.

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 Associate Dean and/or the Chief Student Affairs Officer who have 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/COAM/COAMDuties.pdf>). The Code of Student Conduct is Faculty Rule 3335-23, <http://trustees.osu.edu/rules/code-of-student-contact.html>.

16.5 Communications Workers of America Grievances

If a staff member is affiliated with the Communications Workers of America Local 4501, he or she should refer to the agreement between The Ohio State University and the Communications Workers Local 4501 Agreement Article 8: Grievance Procedure.

16.6 Other Staff Grievances

All other staff with grievances should first discuss the issue with their immediate supervisor or your unit supervisor. If this fails to bring resolution, the individual should discuss the issues with the Dean/Director.

If these informal steps do not bring resolution, the staff member may follow the formal procedures outlined in the Office of Human Resources Policy 8.20 (“Employment Disputes and Complaints of Discrimination”). The staff member or supervisor may ask the Office of Human Resources to assist.

17. PROCEDURES FOR REVIEWING, REVISING, ADOPTING AND AMENDING THE POA

In keeping with University Rules, within the first year of his or her appointment or reappointment, the Dean/Director shall review the Pattern of Administration and, in consultation with the faculty and staff shall revise it as appropriate. The Dean/Director will then forward the reaffirmed or revised Pattern of Administration to the Office of Academic Affairs. At other times, amendments may be proposed by the Dean/Director, or recommended to the Dean/Director by various deliberative bodies described in this document. In order to be adopted as amendments to the Pattern of Administration, the recommendations must be consistent with

the purpose of the document and with appropriate university rules and policies. The process for adoption is the same as above. In consultation with the faculty and staff as a whole, the Dean/Director shall revise as appropriate and forward the reaffirmed or revised Pattern of Administration to the Office of Academic Affairs.

Endorsed by Faculty Assembly, May 2012

Appendix A. OSU-Mansfield Tenure-Track Faculty Workload Policy

PREAMBLE:

This policy is based on three guiding principles: active scholarship, strong TIU linkages, and flexibility. First, as a regional campus of The Ohio State University, the Mansfield Campus has a primary mission of providing high quality undergraduate instruction to students. Such quality can be assured only if the majority of instruction is carried out by University faculty who are actively engaged in scholarly research. There is no substitute for the palpable link between the classroom and faculty research. Second, having close ties between Mansfield and Columbus faculty is an essential element of the One University ideal. Therefore, Mansfield Campus faculty are encouraged to develop and maintain strong relationships with their respective departments (throughout the tenure and promotion process and beyond), and those relationships require that faculty members have a consistent record of high quality research, despite the heavier teaching demands of a regional campus. Third, we recognize and value the fact that faculty may wish to emphasize teaching, scholarship, and/or service at various points in their careers. A workload policy must accommodate these variations in emphasis.

GOALS:

The above principles underlie a workload policy that facilitates ongoing faculty research and recognizes the diverse types of research and other activities conducted by Mansfield Campus faculty. Transition to a semester system changes the opportunities for scheduling long blocks of research time previously afforded by the quarter system (e.g., by stacking courses to create larger blocks of uninterrupted research time). This proposal offers possibilities for thinking about teaching load more creatively and flexibly. With acknowledgment that budgetary constraints can and should curtail the number of available course releases in a given year, the use of 50 total course releases (i.e., the combination of all release categories) is set as the goal for the OSU-Mansfield campus. This document is a pathway toward that goal, which is founded on a review of historical data in combination with the chosen ideal of the Mansfield campus containing 50 research active faculty members who can earn at least one course release for teaching, research, and/or service contributions. This document will be evaluated each year for the first two years under semesters to ensure that the process of distributing reductions is working. Similarly, the determination of how many releases are available will be based on budgetary considerations and will be reviewed yearly (see below).

POLICY DETAILS:

1. The Regional Deans consulted with the Office of Academic Affairs on the quarter to semester translation of teaching loads. As a result, the Regional Deans determined that the baseline teaching load for tenure-track faculty on the semester calendar would be approximately 18-21 credits per year. Thus, if all of a faculty member's courses are 5 credits, then his or her baseline typically will start at 4 courses. If a faculty member's courses are all 4 credits then his or her baseline will start at 5 courses. If a faculty member's courses are all 3 credits then his or her baseline will start at 6 courses. Other faculty may have other combinations and need to work with their program coordinators and/or the Associate Dean to come up with a combination that

will satisfy the baseline teaching load and also ensure that programmatic needs are met. For example, faculty whose courses are a combination of both 4 and 5 credits might teach three 5-credit courses and one 4-credit course for 19 credits per year.

Courses with labs carry more credits than typical classes (i.e., 4 or 5 credits rather than 3). Faculty teaching a lecture with one lab section (capped at 25) will get credit for one course, but faculty teaching a lecture with two lab sections may get credit for two courses (either 8 or 10 credits) if each lab section is capped at 25. This applies to both tenure-track and auxiliary faculty. Finally, faculty teaching the lecture but not the lab portion or vice versa will only receive partial credit for that course toward their workload. Lab or studio preparations will count as some credits toward a faculty load, depending on the time/effort involved (to be worked out with the program coordinator and Associate Dean).

2. BUDGET CONSIDERATIONS: In any given year, the Dean and Associate Dean will consult with the Mansfield campus Senior Fiscal Officer to determine a working estimate of available course releases based on budgetary considerations. The number of administrative course releases is subtracted from the total number of available course releases to determine the number of releases to be made available for Professional Development Committee (PDC)-recommended leaves and absences (see below). The Dean will then make this initial number of releases available for the upcoming year known to the faculty and the PDC, along with a list of approved administrative releases for that coming year. However, this number is to be treated as an estimate. As soon as better estimates are available throughout the year (e.g., when budget decisions occur in July and also midway through the first term, based on enrollments), the Dean and Associate Dean may need to revise this number either up or down accordingly. Because enrollment figures play a significant role in budget estimates, and because these numbers are not known in advance, a general rule of thumb will be applied such that more administrative releases will occur during Autumn Semester and more scholarship and teaching releases will occur during Spring Semester. As a result, the PDC may have to issue multiple calls for applications.

In summary, budgets vary from year to year, and therefore, the number of course reductions available each year also will vary. Each year the Dean will work with the Senior Fiscal Officer and the Faculty Budget and Compensation Committee to estimate the maximum number of reductions that the campus can award in a given year. The Dean will apply the prioritization scheme noted above, granting all course reductions to probationary faculty first, all administrative reductions next, and so on. Except in extraordinary budget emergencies, as determined by the Dean and the Senior Fiscal Officer, all probationary reductions and SAs and FPLs awarded in the previous year shall be honored.

3. COURSE REDUCTIONS: There will be three categories of course reductions for tenure-track faculty from the above baseline: 1) reductions for **probationary faculty**; 2) **administrative reductions**; and 3) **Professional Development Committee-recommended reductions**. In cases of severe budget restrictions, the below represents the priority ranking of these categories of reductions.

a) **PROBATIONARY REDUCTIONS:** In keeping with current practices, probationary tenure-track faculty will be automatically granted a total of *two course releases from their teaching load in their first 5 years*. Assuming programmatic needs are covered, the two-course reduction shall be taken regardless of typical credit hours of courses taught by

that faculty member. Faculty will work with administration and program coordinators to determine which courses they will be released from and when they will use those releases. Historical data indicates that approximately 4 probationary releases are distributed on average per year. Probationary faculty members also are encouraged to apply for an SA sometime before they go up for their sixth year review.

b) **ADMINISTRATIVE REDUCTIONS:** Because of the extraordinary amount of work in carrying out these administrative duties, *the Program Coordinators of English, History, Psychology, Education, the Faculty President, and the Art Studio Coordinator should receive a course reduction per year. The Writing Program Administrator and Art Gallery Coordinator should receive one course reduction per semester*, for a total of two each academic year. Finally, the *Honors Director may negotiate a course reduction* or other compensation with the Dean. In the unlikely case that the budget requires any of these be cut, then a staff member must be hired to assume these responsibilities unless financial exigency demands more drastic reductions in workforce. Historical data indicates that approximately 10 administrative reductions are distributed on average per year.

c) **PROFESSIONAL DEVELOPMENT COMMITTEE (PDC) RECOMMENDED LEAVES AND COURSE REDUCTIONS:** Beginning in 2013, the membership of the PDC will be mostly associate and full professors with at least one assistant professor. To the extent possible, these faculty will be representative of all fields at OSU-M (e.g., humanities, SBS, math and science, education etc).

The Dean will inform the PDC of the approximate number of reductions it will have to work with in a given year (see “Budget Considerations” above). The PDC will determine its own application process and deadline schedule that includes the possibility of a second round of considerations should the budget allow more reductions than initially planned. Faculty members only need to submit one application per year. If more releases become available, then faculty members who were initially turned down may resubmit their original applications.

Once applications have been submitted, the PDC will rank applications within and between each category of course reductions. The Dean will be actively involved with the PDC during the deliberation process. Once the PDC has officially recommended their priority rankings of applications, the Dean will make his/her final decisions based on budgetary considerations and the merits of individual applications. If the Dean deviates from the PDC recommendations, s/he will provide the PDC with an explanation, and will be available to meet with the PDC to consult on these matters. In some cases, based on the budget and number of qualified applicants, the Dean may approve an individual’s request but at a lower number of releases than originally requested (e.g., 2 course releases requested but only 1 granted).

i) **Special Assignments (SAs)** can be requested by tenure-track faculty for release from one semester (1 to 3 courses depending on the faculty member’s course load). Special assignments can be not only for scholarship, but also for unusual service commitments, outreach, or professional development. Faculty with SAs,

per University rules, are still responsible for service unless their research takes them outside of Ohio.

ii) Pursuant to University policy, **Faculty Professional Leaves (FPLs)** can be requested by tenured faculty once every seven years. FPLs can be used for research, outreach or professional development opportunities (www.oaa.osu.edu/assets/files/documents/facultyprofessional_leave.pdf). One semester FPLs (2 to 3 courses, depending on the faculty member's course load) are at full pay; 2 semesters at two-thirds pay. While on FPL, faculty members are not responsible for service.

iii) Faculty may apply for one or more **Course Reductions** for scholarship, major outreach opportunities, major service obligations to the profession (e.g. journal editorship, officer of a national scholarly association), or teaching. Teaching reductions include faculty who have routinely taught more than 18 credits per term (accumulating "banked credit hours"), faculty whose entire load of courses consistently contain dramatically high student enrollments (defined as an enrollment that is at least 50% greater than the campus average), or for faculty who have supervised substantial non-compensated credits for independent-studies, research hours, honors thesis supervision, and other similar kinds of instruction (substantial defined as at least 24 undergraduate credit hours or 12 graduate credit hours (4 x 3 credits)).

4. COMBINATION OF REDUCTIONS IN ONE YEAR: It is possible for tenure-track faculty to have multiple types of course reductions. However, in no case shall a tenure-track faculty member teach fewer than 9 credit hours per year, unless those faculty members experience one or more of the following: 1) an FPL; 2) course-release money earned through a grant; and/or 3) Family Medical Leave. In all cases, combinations of course reductions will be authorized by the Dean/Director on a year-by-year as well as case-by-case basis, will be sensitive to equity issues in terms of the distribution of course reductions across academic programs, and will involve a rigorous scrutiny of the applicant's overall teaching, research, and service record.

5. EXCEPTIONS IN REDUCTIONS: There may be cases when a faculty member is awarded a reduction but, due to programmatic needs or lack of a replacement, the faculty member is not able to use the course reduction immediately. The faculty member in this situation will be able to bank that course reduction for future use, which will translate into a higher priority given to their application in a subsequent year.

6. COURSE BUYOUTS: Other course reductions related to release time from funded research projects also are available as course buyouts. The OSU-M Course Buyout Policy, an internal document approved by Faculty Assembly, will be revisited periodically to ensure it is fair to faculty but also fiscally sound.

7. ANNUAL REVIEW PROCESS: During the annual review process, each faculty member will enter into an agreement with the Dean and Associate Dean regarding workload. This agreement will specify research, teaching, and service goals for the upcoming year and percent efforts, and will specify what data and other evidence will be used to determine the fulfillment of those goals and efforts. At the subsequent annual review, the Dean, in consultation with the

appropriate Department Chair, will judge the record and decide whether or not the goals and efforts were successful. In cases where the evidence supports the conclusion that the goals and percent efforts were met, the faculty member will remain eligible to apply for new course reductions. In the event it is determined that the faculty member did not meet the stated goals and percent efforts, then that faculty member will remain ineligible for any course load reduction other than for administrative reasons for a period of not less than two (2) years from the original release term.

8. TEACHING-INTENSIVE WORKLOAD: Faculty members whose research activity is negligible over the course of five years may be encouraged to opt for an increase in their teaching load of one additional course above the baseline. As a benefit, this faculty member will not have their research scores factored into their annual evaluation for raises. However, faculty members working on this teaching-intensive workload cannot use this as part of an application for a teaching reduction in the following year nor can they take on such an intense load during a year when they were granted a PDC reduction.

9. SCHEDULING: Where it makes sense pedagogically (taking into consideration such things as room and student scheduling perspectives), the 7-week half semester, the May term and the Summer term may be considered viable options for all tenure-track and auxiliary faculty in terms of spreading out their teaching responsibilities.

The Senior Fiscal Officer will assist the Associate Dean in monitoring the teaching level of all faculty members to ensure that the number of required courses is being taught. They will work with the Program Coordinators and Advisors to ensure that courses are scheduled in such a way to maximize chance that number enrolled students will meet course cap limits. They will also ensure that there is a fair distribution of less preferred course days and times – faculty in each area must take turns teaching evening or morning courses at the same rate (unless these slots are preferred by some faculty). Faculty members who do not teach their expected load and /or who do not conform to requests to teach early morning or evening courses will not be eligible for course releases.

10. CANCELLING CLASSES: Undergraduate elective courses below the 3000 level should have an enrollment of at least twelve and an elective course at the 3000 level or above should have an enrollment of at least eight for the course to be taught; elective graduate courses will be cancelled if fewer than 4 students enroll. However, programmatic and campus needs may necessitate offering some courses at enrollments below these numbers; decisions in these cases will be made by program coordinators and the Associate Dean.

11. CO-TEACHING: Faculty who “team teach” courses, provided that each faculty member contributes approximately 50% of the teaching and course preparation, will be credited with teaching **one-half** of a course (e.g., 1.5 credits if the course is worth 3 credits).

Endorsed by Faculty Assembly, May 2012