

PATTERN OF ADMINISTRATION FOR THE OHIO STATE UNIVERSITY AT NEWARK

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I. INTRODUCTION

This document provides a brief description of The Ohio State University at Newark and a description of its policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the university to which the 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 or reappointment of the dean/director. Revisions may be made at other times as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the dean/director and the Office of Academic Affairs.

II. CAMPUS MISSION

Ohio State Newark provides access to the university by extending Ohio State courses, programs, research, and service to a wide range of Ohio communities.

III. 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>.

IV. FACULTY

Faculty Rule 3335-5-19 defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the Ohio State Newark faculty are tenure-track faculty with compensated FTEs of at least 50% at the campus. Emeritus faculty, faculty with FTEs below 50%, and associated faculty at this campus may be invited to participate in discussions on non-personnel matters but may not participate in personnel matters, including promotion and tenure reviews.

The Faculty Assembly at Ohio State Newark is the official forum and voice of the faculty. Its membership is all faculty, within the parameters mentioned above. The dean/director and the associate deans have full standing in the Assembly. The Assembly will elect its own officers and set its own [rules, constitution, and by-laws](#). The chair of the Assembly shall convene the body at least once each semester to discuss an agenda set by the Executive Committee in consultation with the dean/director and the associate deans. At the start of each academic year, the chair of the Assembly shall give notice of the meetings for autumn and spring semesters. The Assembly secretary will maintain minutes of each meeting and publish them on the Ohio State Newark website. The dean/director, associate deans and senior administrative staff shall attend meetings of the Assembly, participate in discussions, provide information on the state of the campus, and respond to faculty members' questions. The Assembly, in its constitution, may delegate some powers to the Executive Committee.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made at Ohio State Newark appears in The Ohio State University at Newark Appointments and Review Procedures document.

V. ORGANIZATION OF CAMPUS SERVICES & STAFF

The dean/director, the associate dean, Office of Advising, Writer's Studio, Math Center, and Media Center support only Ohio State students and faculty. All other offices serve both Ohio State Newark and Central Ohio Technical College (COTC). These offices include Human Resources; Marketing and Public Relations; Business and Finance; Information Technology Services; Facilities; Accounting; Payroll; Financial Aid; Student Life; Public Safety; Fees and Deposits; Purchasing; the Tutoring, Testing, and Study Skills Centers; the Services Center, and the Library. Barnes and Noble operates the Campus Bookstore. University Residences and Dining Services operates the Table of Contents and the Cyber Café in the Reese Center, and provides catering services to the campus. The Director of Purchasing serves as liaison to Barnes and Noble and to University Dining Services. The Director of Student Life serves as liaison to University Housing.

VI. OVERVIEW OF CAMPUS ADMINISTRATION AND DECISION-MAKING

Policy and program decisions are made by individual administrators, by area coordinators, by the Faculty Assembly, by various committees or councils, and by offices. The nature and importance of any individual matter determine how the campus addresses it. Campus governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

VII. CAMPUS ADMINISTRATION

A. Dean/Director

The primary responsibilities of the dean/director are set forth in Faculty Rule 3335-3-29.1. The dean/director provides active leadership in the promotion, direction, and support of educational activities and research opportunities, in the maintenance of a high level of morale in faculty members, and in the encouragement of the spirit of learning in the students. The dean/director also has administrative responsibility for the programs of the regional campus, subject to the approval of the executive vice president and provost or designee, the president, and the university's Board of Trustees.

B. Associate Deans

One associate dean is responsible for scheduling courses, hiring and overseeing lecturers, managing faculty functions, approving requisitions from faculty, facilitating the promotion of faculty accomplishments, coordinating academic misconduct hearings, conducting investigations related to grade grievances and complaints against faculty, overseeing the development and execution of diversity initiatives, overseeing learning-assistance programming, promoting faculty-to-faculty mentoring, overseeing associated faculty, assigning peer evaluations of teaching, overseeing student evaluations of teaching, serving

as acting dean/director when the dean/director is on leave, assisting the dean/director in handling personnel matters and in setting the annual budget, and performing other duties that the dean/director assigns. The associate dean directly supervises the director of advising, the coordinators of the Social Work program, the General Business program, the PAES health courses, and the Services Center, the Math Center, and the Writer's Studio.

A second associate dean is responsible for outreach and engagement, service learning, study abroad, and honors. The associate deans serve as liaisons to various units at the Columbus campus and receive additional responsibilities as assigned by the dean/director.

D. Coordinator of Research

The coordinator of research is responsible for helping to enable and enhance faculty research and student research. The coordinator is responsible for reviewing and approving recommendations from the Professional Standards Committee for Faculty Initiated Student Assistantship Grants, reviewing and approving recommendations from Professional Standards Committee for Scholarly Activities Grants, serving as a liaison with the Office of Research, working with the Chair of the Faculty Well-Being Committee to inform new faculty of the university's and the campus's research resources, reviewing and approving recommendations from the Student Matters Committee for Student Research Grants, overseeing the Student Research Forum, approving all research-related expenditure and travel requests, working with faculty committees to ensure that the campus maintains records of internal research grants and assistantships for faculty and students, and recommending annual budgets for internal research grants and assistantships.

E. Committees

Much of the development and implementation of the campus's policies and programs is carried out by standing and ad hoc committees. The Constitution of the Faculty Assembly provides details regarding the Assembly's committees. As needed, the dean/director and COTC president and cost-shared directors appoint committees representing both Ohio State Newark and COTC. These campus-wide committees include the Campus Safety Committee, the Access Committee, Space Committee, Campus Council, Diversity and Inclusion Advisory Council, and Campus Arts and Memorials Advisory Committee.

Committees of the dean/director are the Academic Standards Committee, which monitors probations and dismissals of students from Ohio State Newark, rules on academic dismissal cases, and considers appeals for reinstatement following academic dismissal; and the Strategic Planning Steering Committee, which develops the campus's five-year strategic plans and monitors progress toward meeting strategic initiatives and action steps.

F. Dean/Director's Cabinet

The Dean/Director's Cabinet is an advisory group that serves the dean/director. The cabinet consists of the associate deans; Faculty Assembly chair; director of business and finance; director of human resources, campus relations, and planning support; director of student life; director of enrollment; director of development; director of ITS; and the director of the library.

G. Campus Council

The Campus Council is an advisory group that serves the dean/director and the COTC president. The council meets monthly and its members include the director of business and finance; director of human resources, campus relations, and planning support; director of ITS; director of development; and the director of student life.

i. Selection and Appointment of Council Members

When a cost-shared Campus Council position becomes vacant, the dean/director and the COTC president consult with the Council and relevant members of the campus community (e.g., faculty bodies and relevant student and staff groups) to determine the necessity of the position, revise its description, and determine the characteristics that a person must possess to qualify for the position. Once the dean/director and the COTC president or their delegates agree upon the position description, the Newark Campus Office of Human Resources posts the position and recommends advertising sources (newspapers, journals, etc.) to the dean/director and COTC president.

The dean/director and COTC president jointly appoint a search committee consisting of faculty and staff at the campus. The committee follows the guidelines prescribed by the Newark Campus Office of Human Resources. Prior to initiating the search, the search committee receives a charge from the dean/director and the COTC president (or their designee). The committee receives nominations and applications and narrows the pool to a short list of two or three candidates. The committee then invites candidates to campus for interviews with the dean/director, the COTC president, faculty, staff, students, directors, and industry groups, as appropriate.

The committee shall solicit input from members of the campus community who participate in interviews. The committee considers input from the campus community in its deliberations and then presents the names of acceptable and unacceptable finalists to the dean/director and COTC president, making sure that it expresses the opinions of all committee members to the dean/director and the COTC president. The committee also provides the criteria it used to evaluate and select finalists and summarizes specific information regarding the strengths and weaknesses of each finalist and explains any cases in which it finds a finalist unacceptable. When considering comparably qualified candidates, the committee will strongly regard affirmative action and diversity goals.

The dean/director and the COTC president jointly select the person for the position and jointly negotiate terms of appointment with the candidate.

Those accepting a position receive an unclassified, administrative & professional appointment. The employing institution for council-level positions is as follows:

COTC-Paid:

- Director of Student Life
- Director of Business and Finance

Ohio State-Paid:

- Director of Human Resources, Campus Relations, and Planning Support
- Director of Development
- Director of Information Technology Services
- Director of the Library

The director of human resources, campus relations, and planning support prepares the official offer letter for signature by both the dean/director and the COTC president. Offer letters will include the following statements:

ii. First Paragraph of Offer Letter for Council-Level Positions

OSU-Paid Position: I am pleased to offer you the position of *Council-level title* at The Ohio State University at Newark (Ohio State Newark) and Central Ohio Technical College (COTC). This position is a full-time, *Senior Administrative and Professional Staff/Unclassified Administrative and Professional Staff* position beginning on *date*, at a salary/pay rate of \$\$. You will be paid *bi-weekly/monthly*. You will report to Dr. William L. MacDonald, Dean/Director of Ohio State Newark, and Dr. Bonnie L. Coe, President of COTC. You will be responsible for providing services to, and representing the best interests of both institutions. Because the position is Ohio State- paid, your employment is subject to all rules, regulations and policies of The Ohio State University.

COTC-Paid Position: I am pleased to offer you the position of *Council-level title* at The Ohio State University at Newark (Ohio State Newark) and Central Ohio Technical College (COTC). The position is a full-time, *Senior Administrative and Professional Staff/Unclassified Administrative and Professional Staff* beginning on *date*, at a salary/pay rate of \$\$. You will be paid *bi-weekly/monthly*. You will report to Dr. William L. MacDonald, Dean/Director of Ohio State Newark, and Dr. Bonnie L. Coe, President of COTC. You will be responsible for providing services to and representing the best interests of both institutions. Because the position is COTC-paid, your employment is subject to all rules, regulations and policies of Central Ohio Technical College.

iii. Council Member Reviews

All council members serve at the pleasure of the dean/director and the COTC president. Following their respective institution's evaluation procedures, the dean/director and the COTC president evaluate council members annually.

iv. Salary and Equity Adjustments for Council Members

Upon receipt of the university guidelines for salary increases, the dean/director and the COTC president jointly determine the annual salary increase amount/percentage for Council members. The criteria for merit increases shall be in accordance with COTC and university guidelines. Recommendations for Ohio State-paid council members that are at variance with the guidelines and instructions of the university are subject to documented

justification and individual review and approval or disapproval by the Columbus Campus Office of Human Resources.

An annual review of council-level salaries for equity adjustments is the responsibility of the director of human resources, campus relations, and planning support, who reports recommendations to the dean/director and the COTC president.

VIII. Faculty Meetings

The dean/director presides over meetings of the Executive Committee, which sets agendas for Faculty Assembly meetings, discusses matters of importance to the campus, and advises the dean/director regarding the annual operating budget. The chair of the Faculty Assembly calls and presides over all business meetings of the Faculty Assembly following the current edition of Robert's Rules of Order Newly Revised. The Faculty Assembly Constitution presents additional information on meetings of the Faculty Assembly and its committees. The dean/director may call meetings of various segments of the faculty, including the faculty as a whole.

IX. Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](http://oaa.osu.edu/handbook.html), Volume 1, Chapter 2, Section 1.4.5, <http://oaa.osu.edu/handbook.html>).

The information provided below supplements these policies.

A. Teaching

1. Standard Teaching Load

The standard teaching load for all faculty members is approximately 18 contact hours per academic year, typically taught during autumn and spring semesters. Because contact hours vary by course, course loads for faculty members on the standard load typically vary. Tenure-track faculty members will be awarded a one-course reduction (typically equating to three contact hours) in teaching load each year for the first four years of employment. If a tenure-track faculty member's contract is not renewed or if tenure is denied, the faculty member is not eligible for a course reduction during the following (terminal) academic year.

2. Teaching-Load Adjustments

The dean/director may reduce a faculty member's teaching load if the faculty member is performing extraordinary research, service, or administrative work that is consistent with the needs of the campus. Likewise, the dean/director may increase a faculty member's teaching load to compensate for productivity in research or service that is less than standard.

a. Faculty Special Assignments

Information on faculty special assignments (SAs) is presented in the Policy on Faculty Special Assignment in the Office of Academic Affairs Policies and Procedures Handbook (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). The information provided below supplements these policies.

There are two categories of SAs—research-related SAs and teaching- and service-related SAs. Furthermore, there are two types of research-related SAs—those lasting for a semester (typically a reduction of 8-10 contact hours) and those for an annual reduction of one course (typically 3-4 contact hours) over multiple years (typically three years per award). A faculty member may not be on both a one-semester SA and a one-course SA in the same academic year.

1) Research-Related Special Assignments

The one-semester SAs are primarily designed to provide a faculty member time away from classroom teaching and some other responsibilities in order to develop a research skill or initiate or complete a scholarly project. They tend to reflect the intensive short-term needs of researchers working on a single definable project. The annual one-course SAs are primarily designed to recognize and support a faculty member's sustained engagement in productive research on multiple projects. They tend to reflect the need for regular reduction in teaching duties to maintain a continuing engagement in ongoing research.

Faculty at all ranks, both tenured and untenured, will compete equally for all SAs (though tenured faculty are more likely to have the scholarly profile that fulfills the criteria for the annual one-course SAs). Because untenured faculty already have reduced teaching loads during the first four years of their probationary period, they are eligible for a maximum of one SA, and that must be taken during the semester in which they are already teaching a reduced load (if it is awarded during the first four years).

Applications for SAs must be submitted to the dean/director's office by January 1 of the year prior to the academic year for which the SA is being requested.

Applications for the one-semester SA must include:

- Curriculum vitae
- Proposal that includes a description of the research to be undertaken and its likely status at the end of the SA period
- A letter from the faculty member's chair or expert in the field indicating that the proposal has been carefully reviewed and has sufficient merit to warrant granting an Ohio State Newark-funded SA to the applicant.

Applicants who receive a one-semester SA are eligible to apply for another one-semester SA to begin no sooner than three academic years after their previous application. In the case of comparable applications, the applicant who has had an SA less recently will be

prioritized. Faculty members who are returning to research and scholarly activity after a period of inactivity may receive special consideration, and the committee will consider the overall profile of each applicant in making recommendations.

Applications for the annual one-course SA must include:

- Curriculum vitae
- Description of ongoing research projects and any anticipated future projects
- A letter from the faculty member's chair or expert in the field evaluating the applicant's overall research profile
- Research, teaching, and service scores on the applicant's annual reviews for the previous five years

Applicants who receive an annual one-course SA are eligible to apply for another one-course SA to begin no sooner than three academic years after their previous application. The first year in which their teaching is reduced will be designated the official year of the award for purposes of determining future eligibility. In the case of comparable applications, the applicant who has had an SA less recently will be prioritized.

Applications will be reviewed by a committee approved by faculty assembly vote, consisting of faculty from all disciplines represented on the Academic Affairs Committee and chaired by a tenured faculty member. Committee members will serve two-year terms and cannot serve consecutive terms. By February 1, the committee will provide a written report to the dean/director with a prioritized list of the faculty members it recommends and a brief explanation for its decisions and its priority ranking. If the dean/director feels that circumstances merit a rejection of a committee recommendation, he/she must meet with the committee to discuss the case's circumstances. If the dean/director still cannot accept the recommendation, he/she must notify the chair of the committee and the candidate in writing, articulating the reasons for the decision. The committee may then recommend another eligible recipient. The dean/director usually will announce decisions regarding SAs for the next academic year no later than April 1 of the previous academic year but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

The number of research SAs to be offered is subject to budget restrictions and hence must be determined by the dean/director. It is recommended, however, that, in any given academic year, 10% of the tenure-track faculty will have one-semester SAs and an additional 10-15% of tenure-track faculty will have a one-course SA. In the first year of awarding the one-course SAs, in order to distribute the awards in a way to ensure future awards are staggered from one year to another, some awards will be for one year, some for two years and some for three years. Assuming a total of eight annual one-course SAs, two will be for one year, three for two years and three for three years. Faculty cannot have both a one-semester SA and one-course SA in the same year. The Faculty Professional Leave is the appropriate mechanism to release a faculty member from more than a semester's worth of teaching in a single year.

Faculty members accepting an SA cannot teach an overload for additional financial compensation during the academic year in which the SA occurs unless specific permission from the dean/director is granted.

The faculty member's absence from teaching duties will be arranged to avoid problems with course scheduling or the campus's budget.

All faculty members completing research SAs shall, before the end of the next regular academic semester following completion of the SA, forward a brief memorandum report to the dean/director outlining the research performed, presenting the findings and conclusions of the research, and evaluating the project's contributions to current scholarship in the field.

2) Teaching- and Service-related Special Assignments

Faculty requesting an SA for teaching- or service-related purposes must submit a request directly to the dean/director, who evaluates and approves the requests in consultation with the associate dean, assistant deans, and any relevant faculty, staff or community members.

Any faculty member facing mandatory, essential teaching or service activities that exceed normal duties may request an adjustment in teaching load. The dean/director and associate dean will approve such requests in consultation with the program coordinator and, if necessary, the TIU head. Requests are due at the time the annual report is due. Any faculty member receiving a teaching-load reduction for this purpose must summarize the activities that he/she performed in his/her core dossier both for the annual review and any promotional review. The dean/director and associate dean, in consultation with the program coordinator (if there is one for the faculty member's area) and, if necessary the TIU head, will evaluate the faculty member's performance of the duties.

The campus recognizes that faculty in the Department of Teaching and Learning and the Department of Educational Studies engage heavily in teaching duties that do not correspond to coursework. Such duties include the following:

- Mentoring graduates who are working toward licensure
- Engaging professional educators off campus
- Advising individual licensure students as they complete licensure or capstone projects
- Serving as faculty leads for courses, which includes taking responsibility for assuring that sections of courses taught by associated faculty meet licensure
 - standards
- Attending regular meetings to review courses and syllabi to ensure that they meet standards set by the Ohio Department of Education (ODE)
- Interviewing students applying for licensure
- Contributing to the development of program folios for submission to the Ohio
 - Department of Education when we make revisions to our programs

- Participate in the work of the Department of Teaching and Learning to maintain accreditation
 - Attend meetings (e.g., for training, information, etc.)
 - Gather data
 - Contribute to report writing
 - Prepare for accreditors' visits to the campus
 - Participate in TK20 assessments of student learning (e.g., by scoring student work, entering data, etc.)
- Participate in the Teacher Performance Assessment Consortium, as required by
 - ODE, by assessing videos of students engaged in classroom teaching
- Advise students seeking to add an endorsement to their licenses
- Advise MA students who enroll in the MA program at the Newark campus
- Work with MA students in their classrooms
- Serve as second readers for MA theses
- Advise MA theses

The campus considers this work as a teaching contribution and typically counts it as the equivalent of a three-credit-hour course. Faculty in the Department of Teaching and Learning and in the Department of Educational Studies must incorporate a narrative account of such work over the previous year into their Core Dossier. At the time of the annual review, the dean/director, associate dean, and education coordinator review the Core Dossier to ensure that the faculty member has engaged sufficiently in the duties described above to merit counting the work as a course. If a faculty member has not sufficiently engaged in these additional duties, then the dean/director will adjust the faculty member's course assignments for the next year accordingly.

There are certain reductions in teaching assignments that are awarded routinely for specific tasks.

- The Chair of the Faculty Assembly receives a reduction of approximately three contact hours (typically one course) during the year of service
- Area coordinators are appointed by the dean/director and receive a teaching-assignment reduction of three to six contact hours (typically one or two courses), and/or an administrative attachment, depending on extent of duties.

Coordinators typically have the following duties:

- Recruiting lecturers and assisting in their supervision and evaluation
- Developing long-term plans to ensure that students can complete a degree in the area in four years
- Recommending a schedule of courses and teaching assignments to the associate dean for the next academic year
- Developing and managing the budget for the area
- Coordinating library acquisitions for the area
- Overseeing undergraduate research experiences
- Providing informal advising for students majoring in the coordinator's discipline

- Conducting assessments of learning outcomes for students in the area's GEC courses
- Managing any awards the area bestows
- Facilitating extracurricular events
- Providing program information to faculty and staff
- Holding meetings for faculty in the area
- Chairing search committees for faculty positions in the area

The coordinator position for the education programs typically includes these additional duties:

- Assisting with enrollment projections
- Meeting with coordinators from the other smaller campuses
- Deciding on course petitions
- Deciding on OBR requests
- Communicating with various administrators at the Columbus campus
- Distributing the course calendar

b. Teaching Enhanced Assignment

Any tenured faculty member who is not involved in research and scholarly activity and does not intend to return to such activities may choose a Teaching Enhanced Assignment (TEA). A TEA shall require a faculty member to teach approximately three to six contact hours (or the equivalent combination of teaching and service) in addition to the 18-contact-hour standard for an academic year. Faculty members on a TEA are allowed to adjust their salary percentages in accordance with the campus's ARP policy.

If a tenured faculty member who has not demonstrated any progress in his/her area of scholarship for a period of three or more consecutive years does not choose the TEA option, he/she may be placed on a TEA at the discretion of the dean/director. The dean/director consults with the faculty member's TIU head during the annual review process before placing the faculty member on a TEA. Typically, the dean/director initially increases the faculty member's teaching assignment by approximately three contact hours. If the faculty member's research remains below expectations after a year, then the dean/director may raise the teaching assignment to approximately 24 contact hours.

A faculty member on a TEA whose research has returned to the level of meeting expectations may petition the dean/director during his or her annual review to return to the standard teaching assignment.

3. Supplemental Teaching

When in need of a tenure-track faculty member to teach an overload course or an off-duty-semester course, the associate dean, with approval from the dean/director, will consider faculty members who are best-prepared to teach the course and whose ability to meet their primary duties will not be compromised by the additional assignment. Only in rare circumstances will the dean/director and associate dean consider assistant professors for

supplemental teaching.

4. Teaching at the Columbus Campus

Department chairs may ask the dean/director to grant permission for a Newark faculty member to teach a course at the Columbus campus. In exchange, department chairs must pay the faculty member supplemental compensation to accommodate the additional duty, agree to transfer funds equivalent to 11% of the regional-campus faculty member's salary, or hire an instructor to teach a course on the Newark campus. Such exchanges require both the approval of the dean/director and the department chair and involve consultation with the associate dean and relevant departmental personnel (e.g., the chair of a department's undergraduate studies committee). Teaching exchanges have obvious value to the department and can facilitate the integration of a regional-campus faculty member into his or her department. Yet, because they often substitute a less-qualified instructor for a tenure-track faculty member and sometimes create a burden for Newark administrators and area coordinators, teaching exchanges with departments at the Columbus campus can do a disservice to the Newark campus. Therefore, such exchanges should be very infrequent. Any mileage reimbursements associated with travel between campuses for such exchanges are up to the department. The Newark campus does not reimburse mileage costs associated with teaching exchanges.

5. Using Grants to Release Oneself from Teaching Duties

If a faculty member's grant from an external source generates sufficient indirect cost recovery for Ohio State Newark, the dean/director may use indirect-cost-recovery funds from the grant to award the faculty member a maximum of a one-course reduction in his or her teaching load per academic year. A faculty member may seek course reductions from direct-cost funds provided by a grant but must receive approval from the dean/director for the reductions prior to submitting a grant proposal. Funds from grants provided by Ohio State Newark may be used to purchase release time only with written permission from the dean/director.

B. Scholarship

Departments' Appointment, Promotion, and Tenure documents specify the kinds and amounts of scholarly activities that faculty members at the regional campuses should produce. Regional campus faculty members should contact their department chairs at the Columbus campus to obtain a copy of their department's AP&T document.

C. Service

As indicated in the campus's Appointments and Review Procedures document, each faculty member is expected to serve on at least one standing, ad hoc, or search committee each year. At the same time, the campus recognizes the value of a faculty member's service to his or her discipline and our profession through national and regional professional associations. This service may involve organization of conferences, presentations of papers,

reviews of manuscripts or books, expert commentary to the media, and other activities. Faculty members may also serve the local community through service in community agencies, institutions and organizations. This service may take multiple forms and may involve activities in areas that are very different from an individual's discipline but are relevant to his or her job duties and the university's mission.

D. Workload Variation

The 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 members determine their own research or other scholarly activity, the associate dean assigns teaching. Occasionally, the dean/director may assign service. In making these assignments, the dean/director and associate dean must balance the needs of the campus with the preferences of the faculty member within the context of this policy. Areas with program coordinators may, by vote of the tenure-track faculty in the area and by approval of the dean/director, implement guidelines by which coordinators may assign courses. Coordinators' assignment of courses to faculty is subject to review and approval by the dean/director or his or her designee (most often the associate dean).

Although all faculty members are normally expected to be involved in on-going research and scholarly activity, faculty members may shift the relative emphasis they place on their teaching, research, and service contributions. Some workload variation is normal, often occurs over the course of a faculty member's career, and often helps the campus advance its mission. Nevertheless, to make an adequate overall contribution, faculty who are less productive in one area should attempt to compensate by increasing productivity in other areas. For example, faculty less productive in research should contribute through service or teaching productivity that is greater than that of faculty making significant research contributions.

Many faculty voluntarily take on a variety of professional activities that fall outside this policy. These activities often benefit the campus, the faculty member's department, or the 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 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 they do not appear to be in the best interest of the campus.

The specific duties and responsibilities for each faculty position are specified before any search is initiated and are confirmed as an appointment is made. Faculty must, over time, exhibit activity in teaching, research and service. Decisions regarding changes in the initial assignment will involve the dean/director and the faculty member and perhaps the associate dean and the department chair. Departures from average expected levels of activity may vary for a faculty member for several reasons, including the receipt of a special research assignment or professional leave, the acceptance of an extraordinary duty such as chairing the Faculty Assembly, the assignment of partial teaching duties at the Columbus

campus, the assignment of additional teaching or administrative duties, or release time funded by a grant. In anticipation of such departures from the norm, a faculty member may negotiate his or her salary weights according to the policy in the campus's Appointments and Review Procedures document.

E. On-Duty and Off-Duty Time

During on-duty time, faculty are expected to be available for interaction with students, service assignments, Faculty Assembly meetings, and other responsibilities even if they have no formal course assignment that term. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Special Research Assignment or other approved leaves. The off-duty term is the term that falls outside a faculty member's nine-month appointment. Typically, the off-duty term is the summer term. The May session is on-duty time, but may not always include teaching duties.

These guidelines do not constitute a contractual obligation. Fluctuations in demands and resources of the campus and the individual circumstances of faculty members may warrant temporary deviations from the policy.

X. COURSE OFFERINGS & TEACHING SCHEDULES

The dean/director delegates authority over course offerings and teaching schedules to the associate dean, who will annually develop a schedule of course offerings and teaching schedules in consultation with area coordinators and, when necessary, with individual faculty members. While every effort will be made to accommodate the individual preferences of faculty, the campus's first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that 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 or, in rare cases, will be assigned administrative or service duties.

XI. ALLOCATION OF CAMPUS RESOURCES

The dean/director is responsible for the fiscal and academic health of the campus and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of campus goals.

The dean/director will discuss the campus budget at least annually with the Executive Committee of the Faculty Assembly and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the dean/director.

The dean/director shall allocate research space on the basis of demonstrated need, research productivity, external funding, and availability of campus resources. Reallocations

of research space will occur periodically as these faculty-specific variables change.

The Space Committee will allocate offices for tenure-track faculty on the basis of seniority, but in creating plans to renovate space, the dean/director and other decision-makers will consider levels of productivity, the desire of faculty in the same or similar disciplines to be grouped together, and the efficiency and quality of service that grouping staff together might encourage.

The allocation of salary funds is discussed in the Appointments and Review Procedures document.

XII. LEAVES & ABSENCES

The university's policies 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 the Office of Human Resources Policies and Procedures website, <http://www.hr.osu.edu/policy/>. The information provided below supplements these policies.

A. Discretionary Absences

Faculty are expected to complete an Application for Business Leave form (available at <https://busleave.osu.edu>) well in advance of a planned absence (e.g., to attend a professional meeting or to engage in consulting) to provide time for its consideration and approval and to assure that instructional and other commitments are covered. When completing the form, faculty must enter a description of how they will manage any teaching responsibilities while they are away. Discretionary absence from duty is not a right and the dean/director retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence of ten or more consecutive business days.

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the dean/director know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For details, see OHR Policy 6.27, www.hr.osu.edu/policy/index.aspx.

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 the Office of Academic Affairs Policies and Procedures

Handbook. The information below supplements these policies.

A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far as possible in advance of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the campus of the proposed absence. Unpaid leaves of absence require the approval of the dean/director, the faculty member's department chair and college dean, the Office of Academic Affairs, and the Board of Trustees.

D. Faculty Professional Leave

Information on faculty professional leaves is presented in the Policy on Faculty Professional Leave (<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>) in the Office of Academic Affairs Policies and Procedures Handbook. The information provided below supplements these policies.

Faculty members who desire an FPL should discuss the matter with the dean/director and their department chair during their annual evaluation or as soon thereafter as possible. The dean/director and department chair will consult and indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the dean/director, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the end of autumn semester of the preceding year, except when the development of an unexpected opportunity precludes such timing.

The dean/director's recommendation to the faculty member's department chair regarding an FPL proposal will be based on the quality of the proposal, its potential benefit to Ohio State Newark, the department and the faculty member, and the ability of the campus to accommodate the leave at the time requested. The department chair will seek peer review of the proposal as outlined in the unit POA and then forward to OAA.

XIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING

The university's Policy on Faculty Compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>) and Policy on Faculty Paid External Consulting (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>) are set forth in the Office of Academic Affairs Policies and Procedures Handbook. The information provided below supplements these policies.

Ohio State Newark adheres to these policies in every respect. In particular, Ohio State Newark expects faculty to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing

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

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

XIV. FINANCIAL CONFLICTS OF INTEREST

The university's Policy on Faculty Conflict of Commitment (<http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>) describes the obligation that faculty have to avoid conflicts of commitment in carrying out their university duties.

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

XV. GRIEVANCE PROCEDURES

Tenure-track faculty members with grievances should discuss them with the dean/director, who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances

A. Salary Grievances

A tenure-track faculty member who believes that his or her salary is inappropriately low should discuss the matter with the dean/director. A staff member who believes that his or her salary is inappropriately low should discuss the matter with his or her supervisor. The complainant should provide documentation to support his or her 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. Please see the Office of Academic Affairs Policies and Procedures Handbook for more information.

Staff members who are not satisfied with the outcome of the discussion with their

supervisor should consult with the director of Human Resources for the Newark campus. If the staff member is still dissatisfied and wishes to pursue the matter further, he or she should contact Consulting Services (<http://www.hr.osu.edu>) in the Office of Human Resources.

B. Faculty Misconduct

Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04. The dean/director will refer any allegations of research misconduct to the vice president for research or the university's research integrity officer, in line with the university's research misconduct policy (see <http://orc.osu.edu/regulations-policies/misconduct/>).

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05.

D. Sexual Harassment

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15 (<http://www.hr.osu.edu/policy/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. Complaints involving allegations of sexual harassment must be referred to the Newark campus's or the Columbus campus's Office of Human Resources. The dean/director should be informed at the same time.

Faculty should direct informal complaints about courses and instructors that are not complaints of sexual harassment to the Ohio State Newark ombudsperson. When such complaints are grade grievances and are not resolved to the student's satisfaction, the ombudsperson should refer the student to Faculty Rule [3335-8-23](#). When such complaints allege that a faculty member has failed to meet his or her obligations as a faculty member, has committed acts or omissions which otherwise impair his or her effectiveness in meeting these obligations, has engaged in grave misconduct, research misconduct, has committed nontrivial financial fraud, or has otherwise violated university rules, the ombudsperson should refer the student to Faculty Rule [3335-5-04](#), and notify the dean/director. If the complaint is against a tenure-track faculty member, the dean/director will confer with the department chair to determine if sufficient evidence exists to warrant referring the complaint to the college dean. If the complaint is against a lecturer, the dean/director will appoint an investigative committee, chaired by the associate dean overseeing instruction, to investigate the matter as fully and fairly as possible, and will provide a response to both the students and any affected faculty member.

Faculty complaints regarding students must always be handled strictly in accordance with

university rules and policies. When problematic situations arise, faculty should seek the advice and assistance of the dean/director and others (e.g., the director of student life, the director of public safety, and the associate deans) who have appropriate knowledge of policies and procedures. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (<http://oaa.osu.edu/coam.html>) by way of the associate dean responsible for oversight of instruction. The Student Code of Conduct is accessible at studentlife.osu.edu/csc.