Pattern of Administration

for

The Ohio State University at Marion

Approved by the Faculty Assembly: April 24, 2026

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I. Introduction

This document provides a brief description of The Ohio State University at Marion 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 must be reviewed and either revised or reaffirmed on appointment or reappointment of the Ohio State Marion dean and director. In keeping with Faculty Rules 3335-3-29.1 and 3335-3-35(C)(2), within the first year of their appointment or reappointment, the dean and director shall review the Pattern of Administration in consultation with the faculty. Any revisions shall be made with broad faculty input, obtained in a manner consistent with the campus's established practices and procedures.

At other times, revisions may be proposed by the dean and director or recommended to the dean and director by the Faculty Assembly, campus committees, or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic reaffirmation, are subject to approval by the dean and director and the Office of Academic Affairs. Although the dean and director and faculty attempt to reach consensus on the document, formal faculty acceptance of the document is not required. Where faculty divisions make consensus or formal faculty approval impossible, the dean and director may implement a pattern without consensus.

Any revisions to the POA will be communicated in writing to the campus community.

II. Campus Mission

Mission: Ohio State Marion's mission is to provide an affordable education combining the rigor and opportunities of a leading research university with the support of a small campus to prepare our students for their professions within a global society.

Vision: Ohio State Marion's vision is to be the destination of choice for those seeking a university education at a campus recognized for excellence in teaching, research, community outreach, and global citizenship.

III. Academic Rights and Responsibilities

The university's statement of academic rights, responsibilities, and processes for addressing concerns is available on the Academic Rights and Responsibilities website.

IV. Faculty and Voting Rights

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. Tenure-track and clinical/teaching faculty are members of their respective Tenure-Initiating Units (departments or schools) whose teaching and service normally occur at Ohio State Marion. This campus also employs associated faculty with the titles of adjunct, lecturer, visiting faculty, and tenure-track faculty appointed at 49% FTE

or below.

For purposes of governance, the faculty of Ohio State Marion is defined as tenure-track and clinical/teaching faculty, as well as associated faculty with compensated appointments of 75% or more and for whom that 75% or more is assigned on the Marion campus.

Tenure-track faculty may vote in all matters of campus governance.

Clinical/teaching faculty may vote in all matters of campus governance except tenure-track faculty promotion and tenure decisions. Clinical/teaching faculty may vote on clinical/teaching faculty matters including appointment, reappointment, and promotion reviews.

Associated faculty, with the exception of visiting faculty, may vote in all matters of campus governance except personnel decisions. Associated faculty may not participate in the appointment, promotion and tenure reviews of tenure-track faculty, or in the appointment, reappointment, or promotion reviews of clinical/teaching faculty. Visiting faculty may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

Emeritus faculty 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.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made at Ohio State Marion appears in the Appointments, Promotion and Tenure Document.

V. Organization of the Campus

A. Co-located campus

The Ohio State University at Marion is co-located with Marion Technical College (MTC). The campus's cost-shared agreement with MTC articulates the services that are shared between the institutions. In addition:

- The dean and director meets with the president of MTC at least monthly to ensure communication is flowing between the organizations
- The director of facilities meets at least monthly with the vice president of business affairs of MTC to ensure structural alignment is in place
- A wellness board, chaired by the director of counseling and wellness, exists to oversee the spend of shared counseling center funding. Membership includes an OSU counselor, the OSU director of development and community relations, an MTC nursing faculty member, and the MTC foundation chair
- Issues that affect both Ohio State Marion and Marion Technical College will be addressed jointly by campus leadership, with outcomes reported to their respective campus communities.

B. Service Level Agreements

Some campus services are arranged through contracts with outside organizations (e.g., Barnes and Noble), while others are arranged through service-level agreements (SLAs) with university offices. SLAs include the campus's human resources, information technology services, and enrollment

management offices.

1. Human Resources

The Office of Human Resources provides services to the campus via its Human Resources Business Partner (HRBP) and other HR staff, who may or may not reside on the Marion campus.

2. Information Technology

The Office of Information Technology and Digital Innovation (OTDI) provides IT services to the campus. OTDI interacts with the campus administration primarily through a relationship manager and provides several on-site staff members. The services provided by OTDI and the fees paid by the campus are defined in a service-level agreement that is periodically updated and approved.

3. Enrollment Management

The Office of Strategic Enrollment Management (SEM) provides admissions services for Ohio State Marion and the campus's director of admissions reports to the director of regional campus recruitment, strategies, and initiatives in the SEM office. They have a dotted line to the dean and director.

4. Regional Business Shared Services

The Regional Business Shared Services office provides business expertise, reporting, analysis and customer service in business processes to the campus. At least one staff member is present on the Marion campus at least two days per week.

Other shared services arrangements are possible, to be created by the dean and director in conjunction with relevant Columbus offices.

C. Campus communication

1. Email and electronic collaboration

In alignment with Chapter 2, Section 13 of the OAA Procedures and Guidelines Handbook, faculty and staff at Ohio State Marion are required to use the university-managed osu.edu mailbox and related systems for all electronic communication. Use of personal email for university business is prohibited. Related systems in this context include, at present, Outlook, Teams, OneDrive, and Carmen. As part of a campus community that deploys electronic tools and workflows, faculty and staff are expected to be proficient and regular in their use, and responsive through them. If or when institutional platforms and tools are modified, these will be communicated to the campus community and the POA will be revised to include them.

2. Electronic mailing lists

Ohio State Marion supports six mailing lists. They are:

- Marall (marall@lists.osu.edu), for the entire faculty and staff community
- Marfac (marfac@lists.osu.edu), for all Ohio State Marion faculty
- Marregfac (marregfac@lists.osu.edu), for all Ohio State Marion tenure-track and

clinical/teaching faculty

- Maraux (maraux@lists.osu.edu), for all Ohio State Marion associated faculty
- Marstaff (marstaff@lists.osu.edu), for all Ohio State Marion staff
- Marstudent (marstudent@lists.osu.edu), for all Ohio State Marion students

These electronic mailing lists are designed to support the research, teaching, and working functions and intellectual engagement of members of the campus. They should be deployed to efficiently and respectfully share information widely, and are not intended for messages that should be sent to a single user. Use expectations also include:

- If a message is intended for a specific recipient, users should email that recipient directly, even if the conversation began as a message to the entire listserv.
- Forwarding personal emails from another party without the sender's permission to the listserv is prohibited.
- Personal attacks are unacceptable on the listserv and sustained disagreements should be addressed discreetly.
- All use must comport with the Responsible Use of University Computing and Network Resources.

3. **Civility and collegiality**

Ohio State Marion affirms and upholds the university's shared values and expects all members of its campus community to engage with one another in a manner that reflects professionalism, respect, and civility. This expectation applies to all interactions—whether with colleagues, supervisors, students, contractors, visitors, or community members.

All employees are expected to foster a welcoming and inclusive workplace environment. Behaviors that undermine this standard—including, but not limited to, profanity, yelling, insults, name-calling, harassment, bullying, or personal attacks—are unacceptable. Additionally, the university prohibits any form of threatening, intimidating, or violent behavior, including sexual harassment, physical altercations, or any conduct that violates university policies on workplace safety and respectful conduct.

At Ohio State Marion, we recognize that our strength lies in the diverse contributions of our faculty and staff, whose professional accomplishments advance our shared mission of excellence. Just as we celebrate individual achievements, we also emphasize the importance of collegiality, mutual respect, and a collaborative spirit. We are committed to an environment in which differing perspectives are welcomed, and the free exchange of ideas is conducted in a climate of respect and intellectual curiosity.

Every member of the campus contributes not only through their individual accomplishments, but also through the ways in which they support and elevate the work of others. This commitment is reflected in our learning environments, research and creative inquiry, committee participation, community engagement, and partnerships with industry and public organizations.

Faculty and staff are expected to actively contribute throughout to a culture of respect, professionalism, and shared purpose. As such, adherence to these principles will be considered as part of performance evaluations and institutional accountability.

Appendix A contains an organizational chart for Ohio State University at Marion.

VI. Overview of Campus Decision-Making

Policy and program decisions are deliberated in a number of ways: by the campus faculty as a whole, by standing or special committees of the campus, or by campus staff and administration. Ultimate responsibility and final decision-making authority rests with the dean and director. However, the nature and importance of any individual matter determines how it is addressed. 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.

Faculty Assembly and the Marion Staff Advisory Council are central forums for shared governance. Their advice and recommendations will be considered in the dean and director's decision-making processes.

The dean and director also relies on contributions and advice from the Marion Campus Advisory Board (composed of nine private citizens and one student appointed by the Executive Vice President and Provost in consultation with the dean and director). The Marion Campus Advisory Board is consulted on matters pertaining to the campus as a whole. In cases where the dean and director is not able to reach consensus in consultation with the board, the dean and director will convene the board to publicly announce their decision and provide reasons for making that decision. See Chapter 5, Section 1 of the OAA Procedures and Guidelines Handbook for more information about regional campus advisory boards.

VII. Campus Administration

A Dean and Director

The primary responsibilities of the dean and director of a regional campus are set forth in Faculty Rule 3335-3-29.1, which states that "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." That rule also states that "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." This rule further requires the dean and director to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content, including a description of campus policies and procedures.

Other responsibilities of the dean and director, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- To uphold expectations of the Leadership Philosophy:
  - Uphold Ohio State's Shared Values and engender trust through words and actions.
  - Care for people and create conditions for well-being and productivity.
  - Set clear direction and goals for their teams and align to the mission of the campus.
  - Solve problems and support their teams to adapt to changing contexts.

    - Drive cross-functional collaborations to advance goals of Ohio State Marion.
    - Demonstrate commitment to continuous growth for themselves and their teams.
- To communicate to the regional campus community the educational programs, standards, and policies of the campus and the university.
- 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, the faculty of the regional campus, and other regional campus deans.
- 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.
- 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.
- 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.
- To maintain liaison with community councils and agencies and to garner support of regional campus programs and activities.
- 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.
- To consult with the vice provost for regional campuses on matters of common concern to the regional campuses.

The dean and director is also expected to:

- Plan with the members of the faculty a progressive program for the campus that encourages research and educational investigations and promotes improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors and periodic course review by the faculty.
- Evaluate and improve instructional and administrative processes on an ongoing basis.
- Maintain a curriculum vitae for all personnel teaching a course on the campus.
- Assign workload according to the campus's workload guidelines (see Section IX) and faculty appointment type (and rank).
- Carry general administrative responsibility for the regional campus and conduct the business of the regional campus efficiently. This broad responsibility includes the acquisition and management of funds, the hiring and supervision of faculty and staff, and the provision of adequate supervision and training for those members of the faculty and staff who may profit by such assistance. At Ohio State Marion, this also includes supervision of the ongoing maintenance of the Larry R. Yoder Prairie Learning Lab.
- Evaluate faculty and staff annually in accordance with both university and regional campus

established criteria; inform faculty and staff when they receive their annual review of their right to review their primary personnel file maintained by the regional campus and to place in that file a response to any evaluation, comment, or other material contained in the file.

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

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

B Other Administrators

Associate deans are appointed by the dean and director. They must be tenure-track or clinical/teaching faculty members at Ohio State Marion.

1. Associate Dean for Faculty Affairs

The associate dean for faculty affairs focuses their attention on the recruitment, hiring, management, development, and evaluation of all Ohio State Marion faculty. Their responsibilities include:

- Coordinating tenure-track, clinical/teaching, and associated faculty recruitment and hiring with relevant cross-functional partners, including HR, budget and finance, and TIUs
- Managing promotion and tenure policies and processes, including the provision of promotion and tenure workshops
- Orienting, supervising, and evaluating associated faculty
  - Meeting at least once per semester with all associated faculty as a group to hear concerns
- Assisting the dean and director with annual tenure-track and clinical/teaching faculty evaluation
- Implementing, upholding, and tracking faculty workload by:
  - Developing a strategic course schedule for Ohio State Marion in collaboration with the associate dean of academic affairs
  - Coordinating peer reviews of instruction for evaluation purposes in collaboration with the Teaching and Learning Committee
  - Serving as the primary point of contact for all faculty absence requests
- Supporting professional development and recognition of faculty accomplishments by:
  - Overseeing and implementing professional development opportunities for tenure-track, clinical/teaching, and associated faculty, inclusive of mentoring opportunities
  - Coordinating and supporting nominations of faculty for internal and external awards
  - Chairing the Research and Creative Practice Committee
  - Maintaining responsibility for faculty purchase and travel requests
- Ensuring mentorship of junior faculty is unfolding via the work of the Teaching and Learning and Research and Creative Practice Committees
- Supervising staff in support areas serving faculty

- Monitoring and managing the budget for the faculty affairs area
- Upholding academic standards and maintaining effective academic environments by
  - Receiving, reviewing, and acting upon student evaluation of instruction
  - Assisting students in addressing academic issues they may experience regarding faculty or classes in alignment with the work of the campus Ombudsperson
  - Chairing the Academic Standards Committee
  - Serving on the COAM Advisory Committee and assisting in conducting academic misconduct hearings by selecting panelists, communicating with the COAM office and arranging hearings.
  - Assisting faculty with faculty-student management issues, including academic misconduct submissions
  - Co-chairing the High Impact Practice Mentorship committee with the associate dean for academic affairs
- Serving on the Dean's Cabinet

The associate dean for faculty affairs is a member of the Ohio State Marion faculty. Duties may include teaching and other duties as assigned by the dean and director.

2. Associate Dean for Academic Affairs

The associate dean for academic affairs focuses their attention on the development, scheduling, management, implementation, and enhancement of all Ohio State Marion curriculum. Their responsibilities include:

- Developing a strategic course schedule for Ohio State Marion in collaboration with the associate dean of faculty affairs and the registration and records specialist
- Advancing Ohio State Marion's academic mission and programs by
  - Serving on the Academic Program Advisory Committee for the Office of Academic Affairs
  - Collaborating with vice provost for academic programs, deans, and faculty to ensure curricular integrity and manage the delivery of degree programs
  - Representing Marion to relevant OSU institutional bodies including but not limited to the Office of International Affairs, Global Education, Michael V. Drake Institute, Ohio State Online, Professional and Continuing Education, and Honors and Scholars
  - Providing special attention and oversight to regional campus-specific degree programs, including but not limited to the BS in Engineering Technology, the BS in Business Management, and the Associate of Arts
  - Serving on the Civic Engagement Committee
- Developing and overseeing off-campus courses, non-credit courses, special degree programs, and other teaching and learning programming
- Coordinating and amplifying general education curriculum at Ohio State Marion
- Strengthening and supporting a community of practice investing in teaching excellence by
  - Chairing the Teaching and Learning Committee
  - Coordinating, developing, and implementing programming on teaching and learning for faculty development
  - Assisting faculty with teaching and learning needs and issues
- Coordinating campus efforts utilizing high impact practices by
  - Co-chairing the High Impact Practice Mentorship committee with the associate dean for faculty affairs
  - Directing and managing the George Alber Scholars program cohort

- Overseeing and/or coordinating with directors of Honors & Scholars, STEP, service learning, study abroad, and George Alber Scholars program
- Monitoring and managing the budget for academic affairs area
- Producing and disseminating the dean's list
- Serving on the Dean's Cabinet

The associate dean for academic affairs is a member of the Ohio State Marion faculty. Duties may include teaching and other duties as assigned by the dean and director.

3. Assistant Dean(s) or Faculty Director(s)

The assistant dean(s) or faculty director(s) role(s) may be created and deployed by the dean and director on an as needed basis to manage and lead emergent or special programs.

Assistant deans may be staff, tenure-track, clinical/teaching, or associated faculty and their job duties will be defined in their relevant contracts.

4. Executive Assistant to the Dean and Director

The executive assistant to the dean and director coordinates on- and off-campus activities involving the dean and director. They assist with planning, executing, and advancing a wide range of complex and sensitive executive and administrative duties, special projects, and initiatives. The executive assistant maintains visibility into all campus events and organizes the agenda for meetings of the Advisory Board.

5. Faculty leadership roles

Beyond the appointed roles of associate dean, as well as any other assistant dean or faculty director roles the dean and director might establish, the following are leadership roles within Ohio State Marion to which faculty may be appointed or elected as noted. Faculty leadership roles may be held by tenure-track, clinical/teaching, or associated faculty with compensated appointments of at least 50% except where noted.

1. **Program coordinator**
   Each degree granting area at Ohio State Marion must have a program coordinator, appointed by the dean and director for a three-year term. The program coordinator is responsible for convening their local program faculty, proposing an annual slate of course offerings (always developed in consultation with that program faculty, and also with the relevant TIU as needed), remaining in conversation with their peer program coordinators on other campuses, collaborating with the dean and director across program needs, addressing accreditation where relevant, and providing timely feedback to the associate dean for faculty affairs and the associate dean for academic affairs as requested.
2. **Chair, Promotion and Tenure committee** (must be a professor)
3. **Honors Director**
   The Honors Director coordinates the Honors program at Ohio State Marion. They are expected to convene monthly meetings with Honors students, support mentorship alignments, advocate for Honors at the campus, stay connected with Honors leadership in Columbus and on the other regional campuses, and co-convene the annual Undergraduate Research Colloquium with the Community of Scholars Director.
4. **Community of Scholars Director**
   The Community of Scholars Director coordinates an annual slate of campuswide

presentations of student, faculty, and staff research at Ohio State Marion. They are expected to create a semester-long slate in advance, collaborate with marketing and communications to effectively advertise and recruit to these presentations, attend all presentations and facilitate feedback sessions, and co-convene the annual Undergraduate Research Colloquium with the Honors Director.

5. **Chair, Faculty Assembly**
   The Chair of Faculty Assembly is an elected role from Faculty Assembly. Their qualifications and responsibilities are articulated in its constitution.
6. **Ombudsperson**
   The Ombudsperson is an elected role from Faculty Assembly. Their qualifications and responsibilities are articulated in its constitution.
7. **Chair, Academic Affairs committee**
   The Chair of the Academic Affairs committee is selected as articulated in the Faculty Assembly constitution, where their responsibilities are articulated.
8. **Chair, Faculty Advocacy and Wellness committee**
   The Chair of the Faculty Advocacy and Wellness committee is selected as articulated in the Faculty Assembly constitution, where their responsibilities are articulated.
9. **Faculty representative to the Consultation and Assessment Team**
   The Consultation and Assessment Team (CAT) reviews and responds to Behavior Concern Reports. The team is organized and led by the Director of Student Engagement and Wellbeing.

The dean and director reserves the right to add or change faculty leadership roles as campus needs evolve.

C. Committees

Much of the development and implementation of Ohio State Marion's policies and programs is carried out by standing and *ad hoc* administrative committees. The dean and director is an *ex officio* member of all committees and may vote as a member on all committees except the Promotion and Tenure Committee. In all cases, committees must take and post minutes within one week of each meeting, in the relevant location on Teams.

Unless noted below as an elected role, faculty committee membership is by appointment and assigned by the dean and director. Biennially, via an open call, faculty will submit to the dean and director their interest in appointed committee roles. The dean and director will consider these requests alongside broader campus needs in making faculty assignments. Faculty assignments to appointed committees will be for two years. Ensuring wide disciplinary representation will be part of the dean and director's consideration, as will stated faculty interest in developing leadership skills and track record in campus citizenship. Individual faculty members may serve on no more than one of the committees listed below, with the exception of the Promotion and Tenure committee, which requires participation of all associate professors and professors.

1. **Dean and Director's Committees**
   - **A. Dean's Council**
     The Dean's Council is an advisory group that serves and advises the dean and director. The council consists of the associate deans, assistant deans (if any),

faculty assembly chair, staff advisory committee chair, director of finance, human resources business partner, director of development and community relations, director of student affairs, director of admissions, director of facilities, one representative from OTDI, and the director of marketing and communications. It is the responsibility of each representative to share information from these meetings with their relevant constituency.

Chaired by: dean and director

Meeting cadence: at least biweekly during the fall and spring semester.

B. Civic Engagement Committee

The Civic Engagement Committee coordinates, develops, and amplifies curricular and non-curricular community partnered projects. It reviews and approves proposed partnerships, establishes engagement priorities, monitors current partnerships, and reviews them for renewal or expansion. It has the right to issue calls for contributions, convene colloquia, and the like. The committee consists of the associate deans, director of development and community relations, director of marketing and communications, director of student affairs, director of youth and community learning, donor experience consultant, and three faculty members. Clinical/teaching and associated faculty with compensated appointments of at least 50% may participate.

Chaired by: dean and director

Meeting cadence: at least monthly during the fall and spring semester, during the common hour

C. Teaching and Learning Committee

The Teaching and Learning Committee champions teaching and learning excellence at Ohio State Marion. It convenes professional development workshops, faculty presentations of pedagogical innovation, organizes peer reviews of teaching in collaboration with the associate dean of faculty affairs, and coordinates teaching awards. It has the right to issue calls for contributions, convene colloquia, and the like. The committee consists of four faculty members as well as the director of youth and community learning and manager of student success. Clinical/teaching and associated faculty with compensated appointments of at least 50% may participate.

Chaired by: associate dean for academic affairs

Meeting cadence: at least monthly during the fall and spring semester, during the common hour

D. Research and Creative Practice Committee

The Research and Creative Practice Committee champions research and creative practice excellence at Ohio State Marion. It convenes professional development workshops, faculty presentations of scholarship, vets and recommends SA and FPL applications, and coordinates awards for excellence in scholarship. It has the right to issue calls for contributions, convene colloquia, and the like. The committee consists of four faculty members as well as the head librarian and the director of marketing and communications. Clinical/teaching and associated

faculty with compensated appointments of at least 50% may participate in the committee; however, only tenure track faculty may participate in the review of SA and FPL proposals.

Chaired by: associate dean for faculty affairs
Meeting cadence: at least monthly during fall and spring semesters, during the common hour

E. High Impact Practice Coordination Committee

The High Impact Practice Coordination Committee coalesces best-practice and data-informed work in programs designed to mentor undergraduate students involved in high impact practices including but not limited to undergraduate research, honors, internships, George Alber scholars program, service learning, STEP, domestic study, and study abroad. It pays special attention to first year experiences. It leads institutional work in this area, and it coordinates and implements the undergraduate research symposium, community of scholars presentations, and funding for undergraduate student research. The committee consists of five faculty—one is the Honors Director and one is the Community of Scholars Director—as well as the director of student affairs, manager of student success, and career services coordinator.

Chaired by: associate dean for academic affairs and associate dean for faculty affairs
Meeting cadence: at least monthly during the fall and spring semester, during the common hour

F. Promotion and Tenure Committee

The Promotion and Tenure Committee reviews the promotion, tenure, and reappointment or renewal of faculty and provides an evaluative written assessment and recommendation to the dean and director. This committee and the promotion and tenure process are described in the Appointments, Promotion and Tenure document.

Chaired by: a professor selected by rotation as articulated in the APT document
Meeting cadence: as needed

G. Student Affairs Committee

The Student Affairs Committee ensures cross-functional collaboration amongst all student-facing offices. The committee consists of the director of student affairs, the director of student engagement and wellbeing, the director of advising, the director of admissions, the senior financial aid coordinator, and the manager of student success.

Chaired by: dean and director
Meeting cadence: at least biweekly during the fall and spring semester.

H. Academic Standards Committee

The Academic Standards Committee reviews the records of students who are not making satisfactory academic progress and undertakes appropriate supportive

intervention. It also liaises with the Committee on Academic Misconduct (COAM). The committee consists of the manager of student success, registration and records specialist, and three faculty members.

Chaired by: associate dean for faculty affairs
Meeting cadence: as needed

I. Student Advisory Committee

The Student Advisory Committee is a group of no fewer than five current Ohio State Marion students who represent a variety of constituencies who serve as an informal advisory group to the dean and director. At least one is also the student representative to the Advisory Board and at least one is a member of Student Government. Students are sourced and selected by the dean and director in conjunction with the director of student engagement and wellbeing.

Chaired by: dean and director
Meeting cadence: monthly during the fall and spring semester, during the common hour

J. *Ad hoc* Committees and Working Groups

Many functions or needs of the campus occur on an irregular basis and are best carried out by an ad hoc committee or working group. The dean and director will convene these as needed, providing the appointed committee or group with necessary parameters, guidance, and support.

2. Faculty Assembly

The Constitution of the Faculty Assembly provides details regarding the Assembly's purpose, membership, organization, committees, meetings, quorum, ratification and amendments, and general provisions. The Constitution is available in **Appendix B**.

3. Marion Staff Advisory Committee

The Marion Staff Advisory Committee statement of purpose, which includes its meeting cadence, is available in **Appendix C**.

VIII. Dean and Director's Meetings

A. Academic area meetings

All degree-granting area faculty are expected to meet as a group to discuss issues relevant to their program, students, TIU, and community. Tenure-track and clinical/teaching faculty must participate, and associated faculty with compensated appointments of at least 50% must be invited. These meetings should be chaired by program coordinators.

Meeting cadence: at least monthly during the fall and spring semester. The dean and director must be invited to attend at least once per semester. Programs that rely on the support of the Lab Demonstrator must invite that person to at least one meeting per year.

B. Dean's all-faculty meeting

The dean and director will convene all-faculty meetings to discuss and address emergent issues and opportunities. All tenure-track, clinical/teaching, and associated faculty will be invited to

these meetings. At least once per year, conversation about campus facilities and campus budget must be undertaken. (See also Section XI)

Meeting cadence: at least twice per semester, during the common hour

IX. Distribution of Faculty Duties, Responsibilities, and Workload

The dean and director is responsible for assuring that every faculty member has duties and responsibilities commensurate with their appointment and that campus workload is distributed equitably among faculty. While tenure-track faculty members determine their own research or other scholarly activity, the associate dean for faculty affairs assigns teaching. Occasionally, the dean and director may assign service. In making these assignments, the dean and director and the associate dean for faculty affairs must balance the needs of the campus with the preferences of the faculty member within the context of this policy.

Depending on their appointment, faculty members at The Ohio State University are expected to be actively engaged in teaching, research/scholarship, and/or service. The regional campus mission, compared to that of the Columbus campus, shifts a greater degree of emphasis to teaching, and regional campus service may include a greater degree of community outreach and engagement. Also expected of regional campus tenure-track faculty is research and scholarship at the same level of quality as departmental/school colleagues, although not at the same level of quantity given the regional campus mission.

The duties and responsibilities for each faculty position are specified before any search is initiated and are confirmed as an appointment is made. Tenure-track faculty must, over time, exhibit activity in teaching, research, and service. Associated faculty may engage in service. Clinical/teaching faculty typically do not engage in scholarship but are expected to engage in service.

Departures from average expected levels of activity may vary for a faculty member for several reasons, including the receipt of a special assignment or professional leave, the assignment of partial teaching duties at the Columbus campus, the assignment of additional teaching or service duties, or release time funded by a grant.

During on-duty periods, faculty members are expected to be available for interaction with students, research (tenure-track), and campus meetings and events (tenure-track) even if they have no formal course assignment. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours, in person and/or online, in order to be readily available to students. Faculty should hold a number of office hours each week proportionate to the number of sections that they are teaching, with the equivalent of one hour per week per course as a minimum. These hours should be included on syllabi. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see Section XII) or on approved travel. Faculty Rule 3335-5-08 requires that absence from ordinary service in the university, for any cause other than sickness, must be with the knowledge and approval of the dean and director. Absences longer than ten consecutive business days must also be approved by the executive vice president and provost.

Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the dean and director if such work can be performed effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain circumstances if it serves the needs of the campus, college, university, and/or community. The dean and director has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework. Unless the dean and director

has approved a temporary telework status (normally no longer than one semester), regional campus tenure-track and clinical/teaching faculty are expected to maintain a consistent and meaningful physical presence on campus, generally the equivalent of a minimum of three days per week across fall and spring semester. The goal of this approach is not to monitor hours, but to ensure visible engagement in the life of the campus and to foster collegial, in-person interactions amongst faculty, staff, and students as part of the fabric of the institution. Adjustments to this expectation will be granted in cases where a faculty member's responsibilities require sustained presence elsewhere—such as teaching assignments in Columbus or other official duties—provided that the adjustment is reviewed and approved in advance by the dean and director.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the campus and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the dean and director.

A full-time faculty member's primary professional commitment is to The Ohio State University and the guidelines below are based on that commitment. Faculty who wish to engage in outside activities during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must submit an Outside Activities Approval Form and obtain approval from the dean and director before engaging in any outside activities. Information on faculty conflicts of commitment is presented in the university's Policy on Outside Activities and Conflicts.

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties, responsibilities, and workload may be adjusted by the dean and director to take into account the impact over time of the crisis. These assignment changes must be considered in annual reviews.

A. Tenure-track Faculty

1. Teaching

All tenure-track faculty are expected to contribute to the campus's teaching. The load for tenure-track faculty meeting expectations in research is 15-16 credit or contact hours (60-65% of workload), normally split among 3 to 5 individual courses. This is in accord with the university's Faculty Workload Guidelines (Faculty Workload Guideline | Office of Faculty Affairs). Therefore, a typical course load will consist of five 3-hour courses, four 4-hour courses, three 5-hour courses, or some combination thereof.

Teaching loads assigned to faculty members by the dean and director may be adjusted on an annual basis. During the annual review process, the dean and director examines the research evaluations conducted by the TIU. If the faculty member has substantially reduced research and scholarly activity, with research assessment of "does not meet expectations" for two or more years, the dean and director may indicate in the annual review that the faculty member will be switched to a teaching load of 17-19 credit or contact hours (70-80% FTE), assuming continued service and research equal to the remainder of a 100% FTE position. A faculty member on a teaching enhanced arrangement whose research has returned to the level of meeting expectations may request a change in their duty arrangement.

Tenure-track faculty who are meeting expectations in research will not be assigned a teaching load of 17 or more credit or contact hours without a corresponding reduction in research or service FTE. All tenure-track faculty are paid for additional teaching beyond 19 hours on a per-instructional hour basis.

A tenure-track faculty member may seek an adjustment to their teaching load in any of several circumstances to include:

- Receipt of a grant
- Special assignment
- Teaching or service activities as an equivalent of a course

Receipt of a grant

A faculty member may seek course reductions from direct cost funds provided by a grant but must receive approval from the dean and director for the reductions prior to submitting a grant proposal. The dean and director may use the funds from salary recovery from a grant to award the faculty member a maximum reduction of 3-4 contact hours of teaching per academic year. Grants provided by Ohio State Marion may not be used to purchase release time.

A faculty member who receives an external fellowship may apply for an external fellowship subsidy from the campus. Such subsidies require the faculty member to agree to transfer the stipend from the external agency to the campus, and the amount must be at least 40% of the faculty member's annual base salary.

Special Assignments

Information on faculty special assignments (SAs) is presented in the Policy on Faculty Special Assignment. The information provided below supplements this policy.

Untenured faculty will normally be provided an SA for research for one semester during their probationary period; this may be broken into individual course releases spread across the probationary period at the discretion of the dean and director in conversation with the faculty member. Reasonable efforts will be made to award SA opportunities to all other faculty members subject to the quality of faculty proposals, including their potential benefit to the campus, TIU or university, and the need to assure that sufficient faculty are always present to carry out campus work. The number of SAs available is also subject to budget restrictions.

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

- A cover sheet (available through the associate dean for faculty affairs)
- 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 TIU head or expert in the field indicating that the proposal has been carefully reviewed and has sufficient merit to warrant granting an Ohio State Marion-funded SA to the applicant.

Applicants who receive a research-related SA are eligible to apply for another SA to begin no sooner than three academic years (six consecutive semesters of service) after their previous application. In the case of comparable applications, the applicant who has had an SA less

recently will be prioritized. Special consideration will be given to faculty members who are returning to research and scholarly activity after a period of inactivity, or untenured faculty members falling below expectations in their annual research evaluation. Proposals from faculty in such situations must include an additional support letter from the TIU head addressing these issues if they are not mentioned in the expert letter reviewing the proposal.

Applications will be reviewed by the tenure-track faculty members on the Research and Creative Practice Committee, taking into account criteria and parameters provided by the dean and director, in a session chaired by a tenured faculty member. The committee's recommendation to the dean and director regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the campus, TIU or university and to the faculty member. The committee will consider the overall profile of each applicant in making recommendations. By January 15, the committee will provide a written report to the dean and director with a prioritized rank-ordered list of the faculty members it recommends and a brief explanation for its decisions.

Committee members are not permitted to evaluate requests for SAs for themselves or family members.

If the dean and director believes that circumstances merit a rejection of a committee recommendation, they must meet with the committee to discuss the case. If the dean and director still cannot accept the recommendation, they 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 and director will usually 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.

Faculty members on an SA cannot teach courses for additional financial compensation during the academic year in which the SA occurs, unless specific permission from the dean and director is granted.

Faculty Professional Leave (FPL) is the appropriate mechanism to release a faculty member from more than a semester's worth of teaching in a single year (see Section XII). FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees. Faculty considering an FPL should fully acquaint themselves with these policies before applying for leave.

Teaching or service activities as an equivalent of a course

These requests require the faculty member to submit an application for committee review and final approval by the dean and director.

Applications for course releases must be submitted to the dean and director's office by November 1 of the year prior to the academic year for which the course release is being requested. Applications for course releases must include:

- A cover sheet (available from the associate dean of faculty affairs)
- A proposal that includes a description of the activities to be undertaken and their value to the community, campus, TIU, and/or university

Applications will be reviewed by the committee that evaluates SA applications according to criteria and parameters provided by the dean and director. The committee's recommendation to the dean and director regarding a course release proposal will be based on the quality of the proposal and its potential benefit to the campus, TIU, or university. By January 15, the committee will provide a written report to the dean and director with a prioritized rank-ordered list of the faculty members it recommends and a brief explanation for its decisions.

Committee members are not permitted to evaluate requests for course releases for themselves or family members.

If the dean and director believes that circumstances merit a rejection of a committee recommendation, they must meet with the committee to discuss the case. If the dean and director still cannot accept the recommendation, they must notify the chair of the committee and the candidate in writing, articulating the reasons for the decision. The dean and director will usually announce decisions regarding course releases 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.

Faculty members receiving a course release cannot teach courses for additional financial compensation during the academic year in which the course release occurs, unless specific permission from the dean and director is granted.

2. **Scholarship**

Columbus departments' Appointment, Promotion, and Tenure (APT) documents specify the kinds and amounts of scholarly activities that faculty members at the regional campuses should produce. These documents are all available on the Office of Academic Affairs website. These documents must be reviewed by the dean and director, the associate dean for faculty affairs, and the vice provost for regional campuses annually; together, they should advocate with relevant TIUs to ensure language appropriately articulates regional faculty expectations. The dean and director will communicate annually with all Ohio State Marion faculty TIUs in advance of review cycles to remind them of and hold them to the appropriate expectations for a regional campus faculty member.

In accord with the university's Faculty Workload Guideline, scholarship comprises between 10 and 30 percent of a tenure-track faculty member's overall effort.

3. Service

All tenure-track faculty members are expected to engage in service to the campus, their TIU, the university, their discipline, and the Marion community. In accord with the university's Faculty Workload Guideline, service comprises between 10 and 20 percent of a faculty member's overall effort. At Ohio State Marion, service as a mode of civic engagement is prioritized; to that end, service in the Marion area—aligned with established institutional priorities or intentional growth spaces—is highly valued. Too, the ways in which faculty serve this campus—through robust, engaged, civil, and generative participation in the committees articulated in this Pattern and in other modes determined by the dean and director—are highly valued. At the same time, the campus recognizes the value of a faculty

member's service to their discipline and profession through service to their TIU, and to national and regional professional associations. This service may involve organization of conferences, reviews of manuscripts or books, expert commentary to the media, and other such activities.

B. Clinical/Teaching Faculty

Ohio State Marion uses clinical/teaching faculty titles for positions that colleges or TIUs deem appropriate. Such appointments exist for faculty members who focus principally on the campus's teaching needs, industry- and community-outreach needs, and career-preparation needs of students. In accord with the university's Faculty Workload Guideline, teaching represents 65—100 percent of the clinical/teaching faculty member's effort. Clinical/teaching faculty typically teach the equivalent of seven three-credit hour courses per academic year. Clinical/teaching faculty typically do not engage in scholarship but are expected to engage in service.

Specific expectations are spelled out in the letter of offer.

C. Associated Faculty

In accord with the university's Faculty Workload Guideline, teaching represents 80 – 100 percent of the associated faculty member's effort. Associated faculty typically do not engage in scholarship but may occasionally engage in service, including serving as a program coordinator. Coordinator positions typically include duties such as assisting with enrollment projections, meeting with coordinators from the other regional campuses, communicating with various administrators on the Columbus campus, and assisting in recruitment and hiring of associated faculty.

Compensated associated faculty members are expected to contribute to the campus's mission via teaching. The characteristics of associated faculty members' teaching duties may vary depending on the terms of their individual appointments.

Specific expectations are spelled out in the letter of offer.

D. Guidelines for Determining Associated Faculty FTE Exceptions to Faculty Appointments Policy

There are instances where the workload associated with a course is greater (or less) than the university-wide ratio of one 3-credit course to 0.25 FTE. In such cases, a regional campus should request approval for an FTE adjustment for an associated faculty member.

At other times there may be unique circumstances surrounding the specific instance the course is offered that increase the workload. In these cases, the campus should request approval for additional compensation for the faculty member teaching the course.

In all cases, campuses must provide evidence to justify requests to increase or decrease the credit-hour to FTE equivalency beyond the university-wide ratio of one 3-credit course to 0.25 FTE. Every five years, campuses will reassess and report to the college whether or not any changes are warranted.

Activities that may warrant additional compensation include the following:

- Faculty member assigned a course for the first time.
- Faculty member requested to simultaneously significantly revise and teach a course
- Faculty member requested to teach a class that is larger than usual

Examples of circumstances that may warrant adjusting FTE:

- Three hour-credit courses that exceed an average of two additional hours/week; the FTE will be determined by assessing the average hours/week required for the course
- Courses involving individual instruction
- Advising, curriculum development, internship oversight may replace course teaching
- Online course development
- Large enrollment courses

E. Modification of Duties

This campus strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the campus provides for a modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. The faculty member's college pattern of administration contains details. See also the OHR Parental Care Guidebook and the Parental Leave Policy in Section XII.

A faculty member requesting a modification of duties and the dean and director should be creative and flexible in developing a solution that is fair to both the individual, the TIU, and the campus while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean and director and college dean. Options include reassigning the off-duty period; deferring teaching obligations to another semester; using a 7-week teaching schedule; redistributing expectations among teaching, research, and/or service; and team teaching. Faculty may be eligible for additional leave under the Family Medical Leave Policy and/or the university's paid parental leave guidelines as described in its Policy on Paid Leave Programs.

X. Course Offerings, Teaching Schedule, and Grade Assignments

The dean and director delegates authority over course offerings and teaching schedules to the associate dean for academic affairs, who will annually develop a schedule of course offerings and teaching schedules in consultation with the associate dean of faculty affairs and, when necessary, with individual faculty members. While consideration will be given to 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 3335-8-16 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. If another course is unavailable, the faculty member will either be assigned to either (a) complete a specific academic task (e.g., developing a new course and preparing documents for course approval), or (b) teach an additional course during a subsequent semester.

If an instructor of record is unable to assign grades due to an unexpected situation (i.e., health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, the dean and director may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XI. Allocation of Campus Resources

The dean and 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 and director will discuss the campus budget at least annually with faculty, staff, and the campus Advisory Board and will attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the dean and director.

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

XII. Leaves and Absences

In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the Parental Care Guidebook). The University's policies with respect to leaves and absences are set forth on the Office of Human Resources Policies and Forms website. The information provided below supplements these policies.

A Discretionary Absence

Faculty and staff are expected to complete a request for absence form in Workday well in advance of a planned absence (for attendance at a professional meeting, for example) to provide time for its consideration and approval and time to assure that instructional, administrative, and other commitments are covered. Discretionary absence from duty is not a right and the dean and director retains the authority to disapprove a proposed absence when it will interfere with instructional or administrative 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 longer than ten consecutive business days (see Faculty Rule 3335-5-08).

B Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty are expected to complete a request for absence form in Workday as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the dean and director know promptly so that instructional, administrative, and other commitments can be managed. Faculty 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 additional details, see OHR Policy 6.27.

C Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45.

D Faculty Professional Leave (FPL)

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leave.

Because FPL proposals must be approved by the dean and 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 November 1 of the preceding year, except when the development of an unexpected opportunity precludes such timing. The faculty member should follow the same procedure outlined for SA proposal and evaluation in section IX.

The dean and director forwards their recommendation on the FPL to the faculty member's TIU head for evaluation. The dean and director's recommendation will be based on the quality of the proposal and its potential benefit to the campus and to the faculty member as well as the ability of the campus to accommodate the leave at the time requested. The TIU head then returns approved proposals to the dean and director, who submits the leave application to the Office of Academic Affairs.

E Parental Leave

The university and this campus recognize the importance of parental leave to faculty members. Details are provided in the OHR Parental Care Guidebook, Paid Time Off Program Policy 6.27, and the Family and Medical Leave Policy 6.05.

XIII. Additional Compensation and Outside Activities

Information on additional compensation is presented in the OAA Policy on Faculty Compensation. Information on paid external consulting is presented in the university's Policy on Outside Activities and Conflicts. The information provided below supplements these policies.

Ohio State Marion adheres to these policies in every respect and expects faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing additional compensation must be approved by the dean and 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 additionally compensated activities and external consulting combined.

Faculty with an administrative position (for example, associate dean) remain subject to the Policy on Outside Activities and Conflicts and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

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

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 with respect to financial conflicts of interest is set forth in the university's Policy on Outside Activities and Conflicts. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any University duty or responsibility, including designing, conducting or reporting research.

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

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

XV. Grievance Procedures

Ohio State Marion faculty and staff members with grievances should discuss them with the dean and 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 or clinical/teaching faculty member who believes that their salary is inappropriately low should discuss the matter with the dean and director. An associated faculty member who believes that their salary is inappropriately low should discuss the matter with the associate dean for faculty affairs. A staff member who believes their salary is inappropriately low should discuss the matter with their supervisor. The complainant should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the dean and director or the associate dean for faculty affairs and wish to pursue the matter may be eligible to file a formal salary appeal. Please see Chapter 4, Section 2 of the Office of Academic Affairs Procedures and Guidelines Handbook for more information.

Staff members who are not satisfied with the outcome of the discussion with their supervisor should consult with the HR Business Partner. If the staff member is still dissatisfied and wishes to pursue the matter further, they should contact Employee and Labor Relations in the Office of Human Resources.

B Faculty Promotion and Tenure Appeals

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

C Faculty and Staff Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04. The dean and director will refer any allegations of research misconduct to the Office of Research Compliance.

Any student, faculty, or staff member may report complaints against staff to the dean and director. The Office of Employee and Labor Relations in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

D Harassment, Discrimination, and Sexual Misconduct

The Civil Rights Compliance Office exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

1. Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's policy on equal employment opportunity.

2. Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's policy on nondiscrimination, harassment, and sexual misconduct.

E Violations of Laws, Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the university community

should be referred to the Office of University Compliance and Integrity. Concerns may also be registered anonymously through the Anonymous Reporting Line.

F Complaints by and about Students

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.

Students should direct informal complaints about courses and instructors that are not complaints of sexual misconduct to the Ohio State Marion 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 their obligations as a faculty member, has committed acts or omissions which otherwise impair their 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 and director.

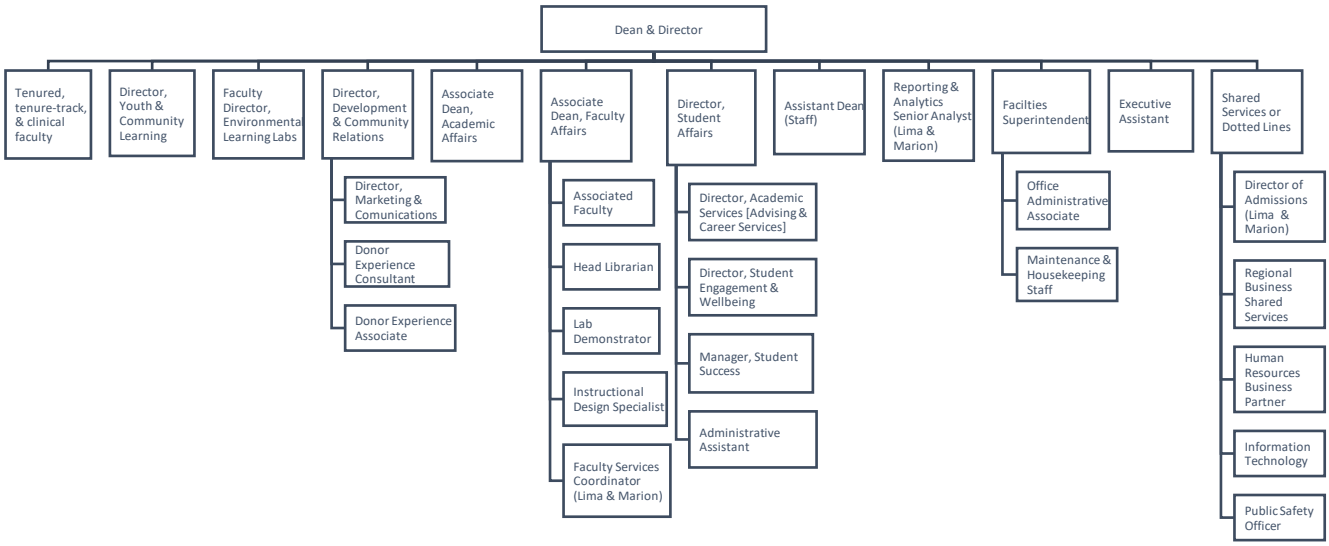
If the complaint is against a tenure-track or clinical/teaching faculty member, the dean and director will confer with the TIU head to determine if sufficient evidence exists to warrant referring the complaint to the college dean. If the complaint is against an associated faculty member, the dean and director will refer the complaint to the associate dean for faculty affairs to investigate the matter as fully and fairly as possible, and who 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. Faculty should seek the advice and assistance of the dean and director and others with appropriate knowledge of policies and procedures when problematic situations arise.

G Academic Misconduct

Faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct in accordance with the Code of Student Conduct. See also Board of Trustees Rule 3335-23-05.

Appendix A: Organizational Chart



Appendix B: Faculty Assembly Constitution

Ratified by Faculty Assembly April 14, 2026

ARTICLE I: NAME

The name of our organization shall be *The Ohio State University Marion Campus Faculty Assembly.* Hereafter in this document, The Ohio State University Marion Campus Faculty Assembly shall be referred to as the *Faculty Assembly*.

ARTICLE II: PURPOSE

The purpose of the Faculty Assembly is to provide a forum for faculty members to convene in a common session to discuss matters of professional interest related to their teaching, research, and service responsibilities. The Assembly serves as a venue to address issues concerning faculty welfare, institutional well-being, and the advancement of The Ohio State University and its Marion campus. It promotes the improvement of university teaching, research, and service, facilitates the exchange of information on topics of general concern, and engages in deliberations on matters that may affect faculty from time to time.

The Faculty Assembly serves as the primary deliberative and representative body of the faculty, committed to advancing the academic mission and shared governance of the campus. It establishes rules and procedures for its own governance, adopts resolutions on issues within its scope, responds to requests for information from university and state officials, receives updates from campus and university leadership, and may designate representatives to act on its behalf. A central function of the Assembly is to advise the Dean and Director on matters affecting the faculty and the academic environment, offering informed perspectives and recommendations when appropriate. The Assembly also issues statements, reports, and communications in support of its mission and the broader interests of the faculty.

ARTICLE III: MEMBERSHIP

Section 1. Definition of Membership.

Membership in the Faculty Assembly shall include all Ohio State Marion personnel holding appointments defined as faculty appointments under University Faculty Rule 3335-5-19. These members specifically include tenure track, clinical/teaching, and associated faculty members. Any Marion Campus faculty member may participate in faculty assembly meetings.

Section 2. Voting Rights.

Voting rights are granted to tenure track and clinical/teaching faculty members. Additionally, the elected Associated Faculty Representative shall have full voting rights within the Faculty Assembly and the assembly working group. In accordance with University Faculty Rule 3335-5-36, emeritus faculty do not possess voting rights.

ARTICLE IV: ORGANIZATION

The Faculty Assembly shall operate in accordance with the organizational principles and governance policies established by the university. The Assembly shall meet on a regular, published schedule throughout the academic year, and shall be convened at least once each semester. It may also meet at other times at the call of its constitutional officers. The Assembly maintains a collaborative working relationship with the Dean and Director, Associate Deans, and other campus leadership.

The Assembly Working Group shall include a Chair, Chair-Elect, Secretary, Associated Faculty Representative, Ombudsperson, University Senator, and Representative for Faculty Senate of the College of the Arts and Sciences. Terms of office begin on June 1 of the year in which the officers are elected and conclude on May 31 of the following year. The Chair-Elect shall automatically assume the role of Chair for one year beginning June 1 following their term as Chair-Elect.

Section 1. Duties and Responsibilities of Assembly Working Group

A. Faculty Assembly Chair

The Chair of the Assembly serves as the principal leader in faculty business, representing the faculty in communications with the Dean and Director, other regional assembly chairs, and other university officials. The Chair is responsible for scheduling regular Faculty Assembly meetings and may call special meetings at the request of any faculty member, providing as much advance notice as possible. An agenda is distributed in advance of each meeting to inform members of the topics to be addressed.

The Chair presides over all Faculty Assembly meetings. In the event of the Chair's absence, the Chair Elect shall assume the responsibility of conducting the meeting. When the Assembly passes resolutions or submits requests for action that affect campus or university leadership, the Chair forwards these communications in writing, accompanied by a brief cover letter, to the appropriate individual or group.

It is recognized that the Faculty Chair position is not an oversight or a directing administrative role. Rather, the Chair serves as a faculty advocate and an organizer of faculty-wide meetings, ensuring that faculty voices are heard and that the Assembly functions as a collaborative body.

B. Faculty Assembly Chair-Elect

The Chair-Elect of the Faculty Assembly supports the Chair in the leadership and administration of Assembly activities and assumes the role of Chair in their absence. The Chair-Elect assists in planning and organizing Faculty Assembly meetings, contributes to the development of meeting agendas, and helps facilitate communication between faculty and campus leadership. The Chair-Elect is expected to remain informed about faculty concerns and Assembly business to ensure continuity of leadership.

Upon completion of the Chair-Elect's one-year term, the Chair-Elect shall automatically assume the role of Chair for the following academic year, beginning June 1. This succession ensures consistency in leadership and promotes sustained engagement with faculty governance.

C. Faculty Assembly Secretary

The Secretary of the Faculty Assembly is responsible for recording accurate minutes that include attendance (noting in-person and remote participants) and summaries of topics and motions, as specified in Article V. The Secretary will also distribute copies of the previous meeting's minutes to the faculty in

advance of each subsequent meeting. The Secretary notifies members of the time and location of each meeting, including the provision of digital links for remote attendance, and ensures that all written materials relevant to Assembly meetings are maintained in an accessible format for faculty reference. Additionally, the Secretary provides each new faculty member with access to the current Ohio State Marion Faculty Assembly Constitution, supporting transparency and orientation for incoming faculty.

D. Associated Faculty Representative

The Associated Faculty Representative serves as a formal voting member of the Assembly Working Group, dedicated to representing the unique interests and professional perspectives of associated faculty within the Faculty Assembly. This representative acts as a vital communication link, responsible for informing associated faculty of Assembly business and ensuring their specific concerns are brought before the Assembly Working Group for deliberation. In the event the Representative is unable to attend a meeting, they may identify an alternate from the associated faculty to serve as their designee for that session.

To ensure the role is truly representative of its constituency, the Representative shall be elected solely by the associated faculty members from a pool of nominees submitted by their peers. The Chair of the Faculty Assembly is responsible for overseeing this election process, which shall be conducted via a secure online platform to encourage broad participation and accessibility for all associated faculty members.

E. Ombudsperson

The Campus Ombudsperson shall be a tenured faculty member elected by the Faculty Assembly for a two-year term. Serving as a confidential and impartial resource, the Ombudsperson focuses on addressing concerns between students and faculty regarding instruction or classroom environment. In this capacity, the Ombudsperson clarifies issues, explores informal solutions, and aligns with the Associate Dean for Faculty Affairs to ensure that student grievances are handled consistently with campus standards. While the Ombudsperson provides a vital supplement to formal redress, the role is strictly limited to student-related matters; faculty seeking resolution for institutional or administrative concerns should instead contact the University Faculty Ombudsperson.

Beyond individual casework, the Ombudsperson maintains a record of university statements on student rights and may recommend procedural improvements based on recurring themes or insights gained. To promote transparency and awareness, the Ombudsperson shall publicize the duties of the office at the start of each academic semester and provide regular reports to the Faculty Assembly summarizing the nature of concerns received and the general outcomes of the resolution process.

F. University Senator

The representative to the University Senate shall be elected by the Faculty Assembly to serve a three-year term. These elections shall be conducted as described herein unless the University Senate defines an alternative election process governed by its own rules. Elections shall be held between the second week of January and the end of February, with the results reported to the Senate Office by March 1. After serving two consecutive terms, the representative shall be ineligible for reelection for a period of one year. During the term of service, the representative attends meetings of the University Senate and the University Faculty Council, representing the interests of the Marion Campus and its faculty. The representative reports regularly to the Faculty Assembly on matters discussed at the university level and serves on a University committee if elected or appointed.

G. Alternate University Senator

The Alternate Representative to the University Senate shall be elected by the Faculty Assembly to serve a three-year term. These elections shall be conducted as described herein unless the University Senate defines an alternative election process governed by its own rules. Elections shall be held between the second week of January and the end of February, with results reported to the Senate Office by March 1.

In the absence of the University Senator, the Alternate Representative attends meetings of the University Senate and the University Faculty Council, representing the interests of the Marion Campus and its faculty. Through these responsibilities, the Alternate Representative helps ensure continuity of representation and contributes to the broader dialogue within university governance.

H. Representative for Faculty Senate of the College of Arts & Sciences

The Representative to the Faculty Senate of the College of Arts and Sciences shall be elected by the Faculty Assembly to serve a three-year term. These elections shall be conducted as described herein unless the Senate of the College of Arts and Sciences defines an alternative election process governed by its own rules. Eligibility for this office is limited to faculty members within the College of Arts and Sciences who have not held the position during the previous academic year.

During the term of service, the Representative attends meetings of the Faculty Senate of the College of Arts and Sciences, representing the interests of the Marion Campus and its faculty. The Representative reports regularly to the Faculty Assembly on matters discussed and decisions made at the Senate level. Additionally, the Representative may serve on a Faculty Senate committee during the term if elected or appointed, contributing to the broader governance and academic mission of the College.

I. Alternate Representative for Faculty Senate of the College of Arts & Sciences

The Alternate Representative to the Faculty Senate of the College of Arts and Sciences shall be elected by the Faculty Assembly to serve a three-year term. These elections shall be conducted as described herein unless the Senate of the College of Arts and Sciences defines an alternative election process governed by its own rules. Eligibility for this position is limited to faculty members within the College of Arts and Sciences. In the absence of the elected Senator, the Alternate Representative attends meetings of the Faculty Senate of the College of Arts and Sciences, representing Ohio State Marion and its faculty. The Alternate is responsible for reporting relevant information from these meetings back to the Faculty Assembly, ensuring continued representation and communication between the Marion campus and the broader university governance structure.

Section 2. Committees

The Faculty Assembly committee structure consists of standing committees defined in this Constitution and ad hoc committees created by the Assembly. This structure is distinct from the administrative committees defined in the Dean and Director's Pattern of Administration, which are filled via decanal appointment.

A. Creation and Governance of Committees

Both standing and ad hoc committees shall be constituted through formal action of the Faculty Assembly. Each committee shall select its own chair from among its members. The chair is responsible for calling meetings, providing agendas, and ensuring that minutes are recorded and made available to the faculty. In alignment with campus standards, minutes for Assembly committees should be posted to the designated digital repository within one week of each meeting.

B. Seating committee membership

Faculty service on Assembly committees is voluntary. Unlike administrative committees that are appointed by the Dean and Director, members of Faculty Assembly standing committees are seated by the Faculty Working Group.

The Assembly Working Group shall be responsible for seating faculty on all standing committees through a transparent, interest-based process. Annually, the Working Group shall issue an open call to the faculty, inviting individuals to submit their interest and preferences for specific committee roles. In appointing members to standing committees, the Assembly Working Group shall observe the following priorities, in descending order, to ensure effective and equitable governance:

1. *Expressed Interest:* Primary consideration is given to faculty members who express a clear interest in a specific committee's charge.
2. *Assignment History:* Priority may be given to faculty members who have not recently served in their first-choice assignment.
3. *Diversity in Discipline and Rank:* To ensure broad representation, efforts should be made to include faculty from diverse academic disciplines and across various ranks.
4. *Campus Citizenship and Leadership:* Consideration will be given to a member's track record in campus citizenship and their interest in developing leadership skills.

Individual faculty members may serve on no more than one standing committee at a time and membership of each standing committee shall be identified by the end of the spring semester. The selection of committee chairs shall be conducted internally by the faculty members within each respective committee.

C. Terms of Committee Service

Unless otherwise specified for a particular committee, the standard term of service for Assembly committee assignments shall be two years to maintain continuity.

D. ad hoc committees and task forces To address immediate or time-sensitive faculty concerns, ad hoc committees may be established through two mechanisms:

1. **Assembly Action:** The Faculty Assembly may, by majority vote, create an ad hoc committee for a specific purpose and duration.
2. **Chair Appointment:** The Chair of the Faculty Assembly may appoint a temporary task force to investigate a specific issue or draft a proposal.
    a. **Oversight:** The Chair must notify the Faculty Assembly of the task force's charge and membership at the next scheduled meeting.
    b. **Limitation:** A Chair-appointed task force is advisory only and shall expire at the end of the academic year unless formally converted into a standing or ad hoc committee by the Assembly.

E. Standing committees

3. Faculty Advocacy and Wellness Committee

a. **Purpose and Functions.** The Faculty Advocacy and Wellness Committee shall serve as the primary body dedicated to advancing the welfare and collective interests of the faculty of the Ohio State University at Marion. The functions include:

1. Representation: Advocating for the faculty by raising issues of concern within the Faculty Assembly.
2. Gathering input: Surveying the faculty to gather concerns and providing a confidential body to whom individual faculty members may address those concerns.
3. Wellness: Facilitating faculty sociability and wellness through the organization of social events and collegial activities.

b. **Composition and Term.** The Committee shall be composed of five (5) regular faculty members. Members shall be selected and seated in accordance with the procedures outlined in this Constitution. The standard term of service shall be two years to maintain continuity.

c. **Meeting Cadence.** The Committee shall meet at least once monthly during the Fall and Spring semesters. Meetings shall be scheduled during the designated common hour or at a time otherwise determined by the committee to ensure accessibility for its members.

4. Academic Affairs Committee

a. **Purpose and Functions.** The Academic Affairs Committee shall serve as the primary body dedicated to coalescing awareness of current, revised, and developing academic programs at Ohio State. The functions include:

- *Program Advocacy:* Advocating for bringing approved academic degree programs to Ohio State Marion.
- *Curricular Development:* Advocating for best curricular development to be delivered from Ohio State Marion.
- *General Education:* Advocating for and supporting the development of relevant GE courses.
- *Academic Integrity:* Fostering the principles of academic freedom and responsibility as set forth in University Faculty Rule 3335-5-01.

b. **Composition and Term.** The Committee shall be composed of five (5) regular faculty members, each from a different academic program. Members shall be selected and seated in accordance with the procedures outlined in this Constitution. The standard term of service shall be two years to maintain continuity.

c. **Meeting Cadence.** The Committee shall meet at least once monthly during the Fall and Spring semesters. Meetings shall be scheduled during the designated common hour or at a time otherwise determined by the Committee to ensure accessibility for its members.

ARTICLE V: FACULTY ASSEMBLY MEETINGS

A. Scheduled meetings.

The Faculty Assembly shall meet at least once each semester during the academic year. The full schedule of regular meetings for the semester shall be published and distributed to the faculty by the beginning of each semester. Members shall be given a minimum of one week's notice prior to any specific meeting changes or special sessions.

In addition to regular meetings, a general meeting of the faculty shall be convened following the completion of all interviews for candidates seeking tenure-track or term appointments and before the Dean makes a formal offer. This meeting is called by the chair of the search committee in consultation with the Chair of the Faculty Assembly, with as much advance notice as possible. During this meeting, faculty shall vote to recommend a single candidate, provide a rank order of candidates, or indicate that none are satisfactory.

B. Order of Business.

Meetings of the Faculty Assembly follow a structured order of business, which includes scheduled old business, scheduled new business, reports from administrators and/or committees, other new business, items of concern, or queries raised by members.

C. Minutes.

Minutes shall be recorded for all Faculty Assembly meetings, with the exception of meetings convened for the purpose of considering faculty candidates. These records must include a comprehensive list of all attendees, specifically noting those participating in person and those attending remotely. The content of the minutes shall focus on the general topics discussed and must include the specific results of all substantive motions; however, word-for-word transcriptions of deliberations are not required. The Secretary shall distribute these minutes to all faculty prior to the next regular meeting. In alignment with campus standards, minutes for Assembly meetings should be posted to the designated digital repository within one week of being approved by the assembly.

D. Substantive Motions.

Motions concerning policy or other substantive matters must be submitted in writing to the Chair and distributed to the faculty at least six calendar days prior to the meeting at which they are to be considered. This ensures adequate time for review and thoughtful discussion.

ARTICLE VI: QUORUM.

Section 1. Quorum Threshold. A quorum shall consist of an absolute majority of voting-eligible members, as defined in Article III, Section 2 (i.e., tenure-track faculty, clinical/teaching faculty, and the single seated Associated Faculty Representative or identified alternate). For the purposes of establishing a quorum at faculty assembly meetings, the total number of voting-eligible members shall be reduced by the number of members with an **excused absence** for that session.

Section 2. Definition of Excused Absence. An absence shall be considered "excused" if the member provides notification to the Secretary prior to the start of the meeting for any of the following reasons:

- **Teaching Conflicts:** A scheduled course or laboratory session that overlaps with the Faculty Assembly meeting time.
- **University Business:** Required attendance at a simultaneous university-level committee, council, or board meeting.
- **Approved Leave:** Faculty currently on a university-sanctioned sabbatical, medical leave, or parental leave.

- **Research and Scholarship:** Professional obligations related to the faculty member's research program and creative practice, including attendance at professional conferences, off-campus data collection, or other activities essential to the members' scholarship.

Section 3. Verification and Reporting. The Secretary is responsible for maintaining a record of excused members. At the call to order for each meeting, the Secretary shall announce the adjusted quorum requirement based on the number of eligible members present and those holding excused absences.

ARTICLE VII: Ratification and Amendments

Section 1. Ratification.
This Constitution shall be considered ratified upon approval by a majority vote of the Faculty Assembly. The vote shall take place during a regularly scheduled meeting, following distribution of the proposed document to all members at least one week in advance. Upon ratification, the Constitution shall serve as the governing framework for the Faculty Assembly of The Ohio State University at Marion.

Section 2. Amendments.
Proposed amendments to this Constitution must be submitted in writing to the Chair and distributed to the faculty at least one week prior to the meeting at which they are to be considered. Amendments require a majority vote of the Faculty Assembly for adoption.

ARTICLE VIII: GENERAL PROVISIONS
Section 1. Elections of Assembly Working Group.
Elections for Faculty Assembly positions shall be conducted by the Chair of the Assembly in consultation with the faculty. The Chair is responsible for preparing a slate of candidates who have agreed to serve if elected. This slate shall include nominees for all officer positions ensuring that all individuals nominated have confirmed their willingness to serve.

A written slate of candidates shall be distributed to the faculty at least one week prior to the scheduled election. Should a tie occur, a run-off election shall be held among the tied candidates to determine the outcome.

While the general slate of candidates is distributed for Faculty Assembly vote, the Associated Faculty Representative shall be elected solely by associated faculty through an online ballot process as described in Article IV. The results of the online Associated Faculty Representative election shall be announced to the Faculty Assembly at the same meeting where general officer elections are finalized.

Appendix C: Marion Staff Advisory Committee

The Marion Staff Advisory Committee (MSAC) serves as an advisory body to the dean and director by maintaining an active and participatory line of communication with the staff community. It provides a forum through which university staff can raise, discuss, and make recommendations to support the campus's mission. MSAC is comprised of nine Classified Civil Service and Administrative & Professional staff members. Staff may self-nominate, may be nominated by another, or may volunteer to serve. A chair and co-chair are selected from among the members. The term of service is no more than three years.

To accomplish this mission, MSAC shall:

- Serve as liaison to Ohio State Marion Administration concerning issues affecting staff in their employment, evaluation, compensation, recognition, and professional development.
- Maintain an active and participatory line of communication on behalf of and among staff to provide a forum through which staff can raise, discuss, and make recommendations on non-academic concerns and activities at Ohio State Marion.
- Promote a sense of community at Ohio State Marion through public relations, communication, and activities involving the staff.
- Provide a natural link with the University Staff Advisory Council at the Columbus campus.

On an approximately monthly basis, the chair of MSAC holds an open meeting of all Classified Civil Service and Administrative and Professional staff. The dean and director attends these meetings, and the meetings are open to faculty. The chair and/or the officers of MSAC establish the agenda, which may include a presentation or program conducted by Marion staff or others, sharing of information and news regarding the campus and solicitation of input from staff, and questions and answers. Minutes of each meeting are posted on Teams.

The MSAC chair serves on the Dean's Council.