Pattern of Administration
The Ohio State University at Newark

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Table of Contents

I. Introduction 4
II. Campus Mission and Vision 4
III. Academic Rights and Responsibilities 4
IV. Faculty and Voting Rights 4
V. Organization of Campus Services and Staff 5
A. Managed Services 5
1. Human Resources 5
2. Information Technology 5
3. Admissions 6
4. Residence Life 6
5. Dining Services 6
B. Staff Reporting to a COTC Administrator and an Ohio State Newark Administrator 6
VI. Overview of Campus Decision-Making 7
VII. Campus Administration 8
A. Dean/Director 8
B. Other Administrators 10
1. Associate Dean for Academic Affairs 10
2. Associate Dean for Natural Sciences, Mathematics, and Engineering 10
3. Associate Dean for Faculty Affairs 10
4. Associate Dean for Outreach and Engagement 11
5. Chief of Staff 11
C. Committees 11
1. Faculty Assembly Committees 11
2. Campus Committees 11
a. Campus Council 11
b. Staff Forum 12
c. Staff Development 12
d. Camlin-Tammen Preserve Committee
3. Dean/Director's Committees 13
a. Dean/Director's Council 13
b. Academic Standards Committee 13
c. Student Success & Retention Committee 13
VIII. Faculty Assembly 14
IX. Distribution of Faculty Duties, Responsibilities, and Workload 14
A. Tenure-Track Faculty 16
1. Teaching 16
2. Scholarship 19
3. Service 19
B. Clinical/Teaching/Professional Practice Faculty 19
C. Associated Faculty 19
D. Guidelines for Determining Associated Faculty Exceptions to FTE Appointment Policy 20
E. Modification of Duties 21
X. Course Offerings and Course Schedules 21
XI. Allocation of Campus Resources 22
XII. Faculty Leaves and Absences 22
A. Discretionary Absence 22
B. Absence for Medical Reasons 23
C. Unpaid Leaves of Absence 23
D. Faculty Professional Leave 23
E. Parental Leave 23

XIII. Faculty Additional Compensation and Outside Activities 24
XIV. Financial Conflicts of Interest 24
XV. Grievance Procedures 25
A. Salary Grievances 25
B. Complaints Alleging Faculty and Staff Misconduct 25
C. Faculty Promotion and Tenure Appeals 25
D. Harassment, Discrimination, and Sexual Misconduct 26
E. Violations of Laws, Rules, Regulations, or Policies 26
F. Complaints by and About Students 26
G. Academic Misconduct 27

I. INTRODUCTION

This document provides a brief description of The Ohio State University at Newark and 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 employees are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration (POA) must be reviewed and either revised or reaffirmed on appointment or reappointment of the dean/director. In keeping with Faculty Rule 3335-3-29.1(B)(3), within the first year of their appointment or reappointment, the dean/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, which include consultation with the Faculty Executive Committee and the Faculty Assembly. At other times, revisions may be proposed by the dean/director or recommended to the dean/director by 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/director and the Office of Academic Affairs. Although the dean/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/director may have to implement a pattern without consensus.

II. CAMPUS MISSION AND VISION

Mission: The Newark campus furthers The Ohio State University's land-grant mission by providing access to higher education, preparing citizen leaders, conducting research, and engaging with its communities.

Vision: To be a leader in regional higher education, where students are empowered to achieve their academic and professional goals with the combined support of the faculty, staff, and community.

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 Ohio State and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of the Newark campus includes tenure-track, clinical/teaching/professional practice, and associated faculty with compensated FTEs of at least 50%.

The tenure-track and clinical/teaching/professional practice (C/T/PP) faculty are members of their respective Tenure-Initiating Units (departments or schools) whose teaching and service normally occur on the Newark campus.

Associated faculty titles at Ohio State Newark include adjunct titles, lecturer titles, visiting faculty titles, and tenure-track faculty appointed at 49% FTE or below.

Tenure-track faculty may vote in all matters of campus governance, including promotion and tenure reviews, as described in the campus's Appointments, Promotion and Tenure document. C/T/PP faculty, senior lecturers, and lecturers with appointments of at least 50% FTE may participate in discussions of and vote on non-personnel matters. C/T/PP faculty may be included in appointment, reappointment, and promotion cases for C/T/PP faculty.

Emeritus faculty at the campus are 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 Newark appears in The Ohio State University at Newark Appointments, Promotion, and Tenure document.

V. ORGANIZATION OF CAMPUS SERVICES AND STAFF

Ohio State Newark is co-located with Central Ohio Technical College (COTC). Some campus services are provided by offices that report to Ohio State Newark's central administration. Some report to both Ohio State Newark's and COTC's central administrations (and in some cases, also to a university-level office), as identified in the campus's cost-shared agreement with COTC. Other services are provided by university level offices. Shared offices include Marketing and Public Relations, Business and Finance, Facilities, Advancement, Student Life, Public Safety, Purchasing, the Services Center, and the Library. For a detailed organizational chart, please see the campus's Organizational Guide.

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.

A. Managed Services

University-level units manage the campus's human-resources, information-technology services, admissions, residence life, and dining services.

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 Newark campus.

2. Information Technology

The university's Office of Information Technology and Digital Innovation (OTDI) provides IT services to the campus. The OTDI interacts with the campus administration primarily through a relationship manager and provides several on-site staff members. The

OTDI also manages IT for COTC. The services provided by the OTDI and the fees paid by the campus are defined in a service-level agreement that is periodically updated and approved.

3. Admissions

Ohio State's Office of Strategic Enrollment Management (SEM) provides admissions services for Ohio State Newark and the campus's director of campus admissions reports to the director of regional campus recruitment, strategies, and initiatives in the SEM office.

4. Residence Life

Residence Life is centrally administered through Columbus campus. The Columbus campus' Office of Student Life owns the campus's apartment-style housing while Ohio State Newark owns the traditional-style student housing (McConnell Hall). The Office of Residence Life housed in the Columbus campus's Office of Student Life provides housing management services for all of the campus's residence halls.

5. Dining Services

University Dining Services provides dining services for the campus. Those services include operating the Table of Contents and the Bean Counter as well as catering.

B. Staff Reporting to a COTC Administrator and an Ohio State Newark Administrator

At present, positions that directly report to the COTC president and Ohio State Newark dean/director include the following:

- Chief of Staff
- Director of Advancement
- Director of Business and Finance
- Director of Marketing and Public Relations
- Director of Student Life

When a cost-shared position reporting to both a COTC administrator and an Ohio State Newark administrator becomes vacant, the two administrators consult with relevant members of the campus community (e.g., faculty bodies and relevant student and staff groups) to determine the necessity of the position, revise its description, and determine the characteristics that a person must possess to qualify for the position. Once the two administrators or their delegates agree upon the position description, the hiring administrator or manager liaison initiates the posting and recommends advertising sources (websites, journals, etc.).

The two administrators jointly appoint a search committee consisting of staff and/or faculty at the campus. The committee follows the guidelines prescribed by the Office of Human Resources. Prior to initiating the search, the search committee receives a charge from the administrators or their designees.

The committee shall solicit input from members of the campus community who participate in interviews. The committee considers input from the campus community in its deliberations and then presents the names of acceptable and unacceptable finalists to the administrators, making sure to express the opinions of all committee members. The committee also provides the criteria it used to evaluate and select finalists and summarizes specific information regarding the strengths and weaknesses of each finalist and explains any cases in which it finds a finalist unacceptable.

The administrators jointly select the person for the position and jointly negotiate terms of appointment with the candidate. For Ohio State-paid positions, an addendum outlining the responsibilities of the cost-shared role will be included with the offer letter.

All staff members reporting jointly to the dean/director and COTC president serve at the pleasure of the two executives. Following their respective institution's evaluation procedures, the dean/director and the COTC president jointly evaluate their shared direct reports on an annual basis. Other Ohio State Newark or COTC administrators who share supervisory responsibilities with an administrator from the partner institution follow their respective institution's evaluation and supervisory policies and procedures.

Annual merit increases shall be administered centrally by the campuses' Offices of Human Resources. The criteria for merit increases shall be in accordance with COTC and university guidelines. Recommendations for Ohio State-paid staff that are at variance with the guidelines and instructions of the university are subject to documented justification and individual review and approval or disapproval by the university's Office of Human Resources. An annual review of salaries for equity adjustments is the responsibility of the Newark Campus' human resources business partner and the COTC director of human resources, who report recommendations to the dean/director and the COTC president.

VI. OVERVIEW OF CAMPUS DECISION-MAKING

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

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

VII. CAMPUS ADMINISTRATION

A. Dean/Director

The primary responsibilities of the dean/director 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/director to develop, in consultation with the faculty, a POA with specified minimum content, including a description of campus policies and procedures.

Other responsibilities of the dean/director, not specifically noted elsewhere in this POA, 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 aligned 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 the campus.
  - 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/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.
- After consultation with the eligible faculty, to make recommendations to TIU heads regarding appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the Ohio State Newark faculty in accordance with procedures set forth in Faculty Rules 3335-6 and 3335-7 and Ohio State Newark's Appointment, Promotions, and Tenure

document.

- To prepare and administer the regional campus budget; 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 liaise 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/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/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 university'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.
- 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.
- Directly supervise, in conjunction with the President of COTC, cabinet-level staff positions (e.g., the Director of Student Life).
- Preside at meetings of the Faculty Executive Committee and appoint members to regional campus committees unless the method of selection is determined by the Administrative Code or by Ohio State Newark's Faculty Assembly.

Day to day responsibility for specific matters may be delegated to others, but the dean/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/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/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/director will explain to the faculty the reasons for the departure, ideally before action is taken.

B. Other Administrators

1. Associate Dean for Academic Affairs

The associate dean for academic affairs is responsible for scheduling courses, hiring, overseeing, and evaluating lecturers in all areas other than NSME, to include assigning peer evaluations of teaching, overseeing student evaluations of teaching, and overseeing learning-assistance programming. The position is also responsible for coordinating academic misconduct hearings, participating in investigations related to grade grievances and complaints against faculty, serving as acting dean/director when the dean/director is on leave, assisting the dean/director in handling personnel matters and in setting the annual budget. In setting the course schedule, the associate dean for academic affairs works with the associate dean for NSME and area coordinators as applicable but retains final oversight. The associate dean for academic affairs also directly supervises the director of advising, the director of the Student Academic Success Center, and the director of retention and student success initiatives. Other duties include liaison work with offices at the Columbus campus, membership on university-level committees, and may include teaching or other additional responsibilities as assigned by the dean/director.

2. Associate Dean for Natural Sciences, Mathematics, and Engineering (NSME)

The associate dean for NSME is responsible for scheduling courses, hiring, overseeing, and evaluating lecturers in the natural sciences, mathematics and engineering, to include assigning peer evaluations of teaching, overseeing student evaluations of teaching, and overseeing learning-assistance programming. The dean/director will monitor the evaluations of both the associate dean for academic affairs and the associate dean for NSME to encourage consistency in faculty evaluations. The associate dean for NSME also directly supervises associated laboratory personnel and liaises between the NSME faculty and the Facilities office and the campus' academic administration in maintaining NSME teaching and research equipment. Duties may include teaching and/or other duties as assigned by the dean/director.

3. Associate Dean for Faculty Affairs

The associate dean for faculty affairs approves faculty procurement requisitions and travel requests and coordinates faculty research, to include assisting with IRB requests. Other duties include working with other administrators to coordinate faculty recruitment, promotion and tenure policies and processes, and faculty resources. The position also organizes teaching and professional development workshops; develops and runs promotion and tenure workshops; provides an annual orientation for the promotion and tenure committee; collaborates with the chair of the faculty wellbeing committee on the orientation of new faculty; coordinates peer review of teaching for tenure-track and C/T/PP faculty; and

organizes faculty events. Duties may occasionally include teaching and other duties as assigned by the dean/director.

4. Associate Dean for Outreach and Engagement

The associate dean for outreach and engagement is responsible for publicizing and managing high-impact practices including service learning, education abroad, honors, the STEP program, the LeFevre Fellows program, and student research. Duties for the position include building and sustaining partnerships with community organizations; coordinating student research grants and select research events; supervising the STEP program coordinator, the director of the Newark Earthworks Center, and the SciDome coordinator; liaising with offices at the Columbus campus, serving on university-level committees, and additional responsibilities as assigned by the dean/director. Duties may occasionally include teaching and other duties as assigned by the dean/director.

5. Chief of Staff

The chief of staff is a cost-shared position that also serves as vice president and chief of staff for COTC. This chief of staff serves as principal advisor to the dean/director; assists with planning, executing and advancing a wide range of complex and sensitive executive and administrative duties, special projects, and initiatives, including strategic planning; liaisons with campus leaders; and works closely with the senior leadership teams to monitor, advise, and communicate the implementation of operational and strategic agendas.

While the dean/director and all associate dean positions will be subject to annual evaluation by the faculty, the chief of staff will not be.

C. Committees

1. Faculty Assembly Committees

Much of the development and implementation of the campus's policies and programs is carried out by standing and ad hoc committees. The dean/director is an *ex officio* member of all campus administrative committees. The Constitution of the Faculty Assembly provides details regarding the Assembly's committees.

2. Campus Committees

As needed, the dean/director and COTC president and cost-shared directors appoint committees representing both Ohio State Newark and COTC. Some campus committees are chaired by staff members, and membership on those committees may be decided by election or may be decided by the committee chair.

a. Campus Council

The Campus Council exists to coordinate the relationship between OSU and COTC. Campus council membership includes the president of Central Ohio Technical College, the dean/director of The Ohio State University at Newark, the vice

president/director of business and finance, the vice president and chief of staff, the associate dean for academic affairs at Ohio State Newark, COTC's provost, the OTDI relationship manager assigned to the campus, the director of advancement, the marketing and public relations director, the director of student life, faculty members designated by the dean and director and president, and student representatives as needed.

The core team of campus council, comprised of the president of Central Ohio Technical College, the dean/director of Ohio State Newark, the vice president/director of business and finance, and the vice president and chief of staff, meets on a monthly basis. Other standing members of the campus council are invited to attend as agenda items dictate. The core team serves as the executive management subcommittee of campus council.

b. Staff Forum

The purpose of staff forum is to share information to improve communication and enhance customer service. The group is organized by and comprised of all Newark Campus and COTC staff members. Staff Forum's by-laws provide details regarding meetings, membership, officers, and committees.

c. Staff Development Committee

The purpose of the staff development committee is to provide and support activities that will improve performance, encourage professional and personal growth, and develop a sense of campus community through professional development opportunities, employee recognition and appreciation, and health and wellness initiatives. The group is organized by and comprised of all Newark campus and COTC staff members interested in promoting staff development and appreciation.

d. Camlin-Tammen Reserve Committee

The Camlin-Tammen Reserve Committee serves several purposes, including the following:

- Review and approve requests to visit or use the Reserve.
- Advise the superintendent of facilities regarding the maintenance and use of the Reserve.

The committee consists of five members. Two members are COTC faculty appointed by the COTC president. Two members are Ohio State Newark faculty appointed by the Ohio State Newark dean/director. The superintendent of facilities is an ex officio member of the committee and serves as its chair. The faculty serve three-year terms and may serve consecutive terms. The committee meets once per semester, unless there are no agenda items, and may hold special meetings as necessary.

3. Dean/Director's Committees

a. Dean/Director's Council

The Dean/Director's Council is an advisory group that serves and is chaired by the dean/director. The council consists of the chief of staff, associate deans, faculty assembly chair, academic affairs committee chair, director of business and finance, human resources business partner, director of advancement, director of student life, director of enrollment, superintendent of facilities, representatives from the OTDI, the director of advising, the director of retention and student success initiatives, and the director of the library.

b. Academic Standards Committee

In accordance with Faculty Rules 3335-9-23, 3335-9-25, 3335-9-26, 3335-9-27, and 3335-9-28 (all available at 3335-9), the academic standards committee monitors academic probations and dismissals of students from Ohio State University Newark, rules on academic dismissal cases, and considers appeals for reinstatement following academic dismissal.

Committee members are appointed by the dean/director to serve for 3-year terms with the possibility of renewal. The committee consists of five tenured faculty members, the director of advising, and the associate dean for academic affairs. The chair is elected by the five faculty members. The director of advising and the associate dean are *ex officio* members of the committee. Both are non-voting members except in instances of a tie in which case the associate dean may cast the deciding vote.

A quorum (a minimum of four committee members) is required to conduct the business of the committee. The director of advising brings relevant cases forward for consideration by the committee in a timely manner. Following deliberation, the committee votes and their rulings are carried out by the director of advising and the associate dean. In the absence of the director of advising, another member of the advising staff may bring cases forward for consideration.

c. Student Success & Retention Committee

The Student Success & Retention Committee (SS&R) collaborates cross-departmentally to improve student success and retention by engaging, increasing community, and ensuring the campus provides personal and academic support for students. SS&R is committed to seeing students flourish in all areas by helping them develop a strong college framework to support their degree attainment if they stay on the Newark campus or transition to Columbus. In addition, SS&R will address policy and practice issues that impede student success and additionally, take forward any recommendations to the Dean/Director level that are necessary.

The twelve-person committee is comprised of directors of the following departments: Academic Support Services, Admissions, Advising, Library, Retention & Student

Success Initiatives, Student Financial Services, and Student Life; Associate Deans of Academic Affairs, Outreach and Engagement, and Faculty Affairs; Coordinator of the First-Year Writing Program or another appointed English faculty member in consultation with the Chair; appointed math faculty member in consultation with the Chair. Vacancies will be filled by appointment of the Chair with faculty term lengths not to exceed three years.

The Director of Retention & Student Success Initiatives will permanently chair the committee. The Vice-Chair position will rotate annually among members of the committee, alphabetically by last name. The committee convenes at least once each semester during autumn and spring. A quorum (the Chair and a minimum of six additional committee members) is required to conduct business of the committee.

VIII. Faculty Assembly

The Ohio State Newark faculty assembly is the official forum and voice of the faculty. It includes all full-time faculty. The dean/director and associate deans have full standing in the assembly. The assembly elects its own officers and set its own rules, constitution, and by-laws. The assembly shall convene upon the call of the dean/director or in accordance with the assembly's Constitution. Senior administrative staff are welcome to attend meetings of the assembly, participate in discussions, provide information on the state of the campus, and respond to faculty members' questions.

The dean/director presides over meetings of the faculty assembly executive committee, which sets agendas for faculty assembly meetings and discusses matters of importance to the campus. The chair of the faculty assembly calls and presides over all business meetings of the faculty assembly following the current edition of Robert's Rules of Order Newly Revised. The faculty assembly constitution presents additional information on meetings of the faculty assembly and its committees. The faculty assembly typically meets on the first Friday of every month during the academic year; notice is posted by the secretary a week in advance, and the secretary maintains the minutes, which are stored on the shared files drive. The dean/director may call meetings of various segments of the faculty, including the faculty as a whole.

IX. Distribution of Faculty Duties, Responsibilities, and Workload

The dean/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 academic affairs assigns teaching. Occasionally, the dean/director may assign service. In making these assignments, the dean/director and the associate dean for academic 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 perhaps 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/professional practice 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 Faculty Assembly 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 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/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/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/director has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

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/director.

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the dean/director to ensure that no conflict of commitment exists. 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/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 (62.5%-66.7%), 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). One contact hour equates to one hour of lab or 55 minutes of lecture. 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/director may be adjusted on an annual basis. During the annual review process, the dean/director examines the research evaluations conducted by the TIU. If the faculty member has substantially reduced research and scholarly activity, with research scores falling below 3.0 for two or more years, the dean/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 (70.8-79.2% 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/director for the reductions prior to submitting a grant proposal. The dean/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 Newark 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. 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.

Faculty Professional Leave is the appropriate mechanism to release a faculty member from more than a semester's worth of teaching in a single year. Applications for SAs must be submitted to the dean/director's office by 11/1 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 Academic Affairs Committee),
- Curriculum vitae,
- Proposal that includes a description of the research to be undertaken and its likely status at the end of the SA period, and
- 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 Newark-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 a subcommittee of Academic Affairs, consisting of all voting members and chaired by a tenured faculty member. Committee members will serve three-year terms. The committee's recommendation to the dean/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/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/director believes that circumstances merit a rejection of a committee recommendation, they must meet with the committee to discuss the case. If the dean/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/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/director is granted.

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/director's office by 11/1 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 through the Academic Affairs Committee), and
- Proposal that includes a description of the activities to be undertaken and their value to the campus, TIU, and/or university

Applications will be reviewed by the committee that evaluates SA applications according to criteria approved by the Academic Affairs Committee. The committee's recommendation to the dean/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/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/director believes that circumstances merit a rejection of a committee recommendation, they must meet with the committee to discuss the case. If the dean/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/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/director is granted.

2. Scholarship

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 available on OAA's website for governance documents.

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

3. Service

All tenure-track faculty members are expected to engage in service and/or outreach to the campus, TIU, university, profession, and/or community. In accord with the university's Faculty Workload Guideline, service comprises between 10 – 20 percent of a faculty member's overall effort. As indicated in the campus's APT document, under most circumstances, each faculty member is expected to serve the campus on at least one standing, ad hoc, or search committee each year. Additional campus service may include student recruitment activities. At the same time, the campus recognizes the value of a faculty member's service to their discipline and our profession through national and regional professional associations. This service may involve organization of conferences, presentations of papers, reviews of manuscripts or books, expert commentary to the media, and other activities. Faculty members may also serve the local community through service in community agencies, institutions, and organizations. This service may take multiple forms and may involve activities in areas that are very different from an individual's discipline but are related to their job duties and the university's mission.

B. Clinical/Teaching/Professional Practice (C/T/PP) Faculty

The campus uses C/T/PP 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 C/T/PP faculty member's effort. C/T/PP faculty members typically teach the equivalent of seven three-credit-hour courses per academic year. C/T/PP 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

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. 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.

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. These may include, for example, three-credit hour courses that exceed an average of two additional hours per week or courses involving individual instruction.

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

The campus strives to be family-friendly in its efforts to recruit and retain high-quality faculty members. To this end, the campus is committed to adhering to 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.

The faculty member requesting the modification of duties and the dean/director should be creative and flexible in developing a solution that is fair to 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/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 SCHEDULES, AND GRADE ASSIGNMENTS

The dean/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 for NSME and area coordinators 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. If another course is unavailable, the faculty member will 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/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/director is responsible for the fiscal and academic health of the campus and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of campus goals.

The dean/director will discuss the campus budget at least annually with the Executive Committee of the Faculty Assembly and the campus's advisory board and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the dean/director. The dean/director shall allocate research space on the basis of demonstrated need, research productivity, external funding, and availability of campus resources. Reallocations of research space will occur periodically as these faculty-specific variables change, and in deciding on such reallocations, the dean/director consults with the faculty involved, as well as with the Executive Committee of the Faculty Assembly.

The allocation of salary funds for faculty is discussed in the APT document. The dean/director also allocates funds to individual faculty members by way of individual professional business accounts (PBA). The purpose of the PBA is to support such things as travel to professional conferences, dues for memberships in professional organizations, journal subscriptions, books, software, smaller-scale electronic devices, smaller-scale book-publication or article-publication costs, miscellaneous items to support presentations, illustrations, etc.

Budgets for lab supplies, mileage reimbursement for faculty traveling between campuses on university business, special initiatives, etc. are managed by the relevant unit budget manager.

XII. FACULTY LEAVES & ABSENCES

In general, there are four types of leaves and absences taken by faculty (including parental leave, which is detailed in the Parental Care Guidebook). The university's policies and procedures 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 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 members 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/director and the associate dean for academic affairs know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For details, see the Paid Time Off Policy and Family and Medical Leave policy.

C. Unpaid Leaves of Absence

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

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

D. Faculty Professional Leave

Information on faculty professional leave is presented in the Policy on Faculty Professional Leave (FPL). The information provided below supplements this policy.

Because FPL proposals must be approved by the dean/director, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than November 1st of the preceding year, except when the development of an unexpected opportunity precludes such timing.

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

6.27, and the Family and Medical Leave Policy 6.05.

XIII. FACULTY ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

Information on faculty 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 Newark adheres to these policies in every respect and expects faculty to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing additional compensation must be approved by the dean/director regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the campus. In addition, it is university policy that faculty may not spend more than one business day per week on 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 Newark faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in royalties being paid, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's TIU head and the dean/director, in consultation with the relevant college dean, have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the TIU or campus reviews and approves the use of the textbook or material for use in the course taught by the faculty member. The faculty member is responsible for seeking such approval.

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

Information on faculty financial conflicts of interest is presented 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 must file conflict-of-interest screening forms annually, and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail

to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

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 Newark faculty and staff members with grievances should discuss them with their supervisors, who will review the grievances 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 C/T/PP faculty member who believes that their salary is inappropriately low should discuss the matter with the dean/director. An associated faculty member who believes that their salary is inappropriately low should discuss the matter with the associate dean for academic affairs. A staff member who believes that their salary is inappropriately low should discuss the matter with their supervisor. The complainant should provide documentation in support of the complaint.

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

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

B. Complaints Alleging Faculty and Staff Misconduct

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

Any student, faculty, or staff member may report complaints against staff to the dean/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.

C. Faculty Promotion and Tenure Appeals

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

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 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 Newark ombudsperson. When such complaints are grade grievances and are not resolved to the student's satisfaction, the ombudsperson should refer the student to Faculty Rule 3335-8-23. When such complaints allege that a faculty member has failed to meet 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/director.

If the complaint is against a tenure-track or C/T/PP faculty member, the dean/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 associate faculty member, the dean/director will refer the complaint to the associate dean for academic 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. When problematic situations arise, faculty should seek the advice and assistance of the dean/director and others (e.g., the director of student life, the director of public safety, and the associate deans) who have appropriate knowledge of policies and procedures

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.