Pattern of Administration for The Ohio State University Libraries

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I INTRODUCTION[1]

This document provides a brief description of The Ohio State University Libraries ("University Libraries") as well as 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 University Libraries and its faculty are subject. The latter rules, policies and procedures and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Vice Provost and Dean of University Libraries. However, revisions may be made at any time. Changes will be made in consultation with University Libraries faculty. All revisions, as well as periodic reaffirmation, are subject to approval by the Office of Academic Affairs (OAA).

University Libraries is a shared resource for all units of this university. Administratively, University Libraries is defined as the Columbus campus libraries. Not included in this administrative definition of University Libraries are the Health Sciences Library, the Moritz Law Library, the regional campus libraries, the College of Food, Agricultural, and Environmental Sciences (CFAES) Wooster Campus Agricultural Technical Institute (ATI) Library, the CFAES Wooster Campus Research Library, and special libraries administratively managed by various departments.

However, for purposes of governance, the procedures outlined in this document and others that comprise the Faculty Governance Documents, including the Appointment, Promotion, and Tenure Criteria and Procedures and rules of specific committees, are applicable to the faculty in the Tenure Initiating Unit (TIU) of University Libraries, which includes University Libraries, the Health Sciences Library, the Moritz Law Library, the regional campus libraries, the CFAES Wooster Campus ATI Library, and the CFAES Wooster Campus Research Library.

II UNIVERSITY LIBRARIES VISION, MISSION, AND VALUES

A Vision Statement

The Ohio State University Libraries aspires to be the leading research library advancing the educational, research, and engagement missions of a public, land grant institution.

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B   Mission Statement

The University Libraries promotes innovative research and creative expression; advances effective teaching; curates and preserves information essential for future scholarship and learning; and shares knowledge and culture with the people of Ohio, the nation, and the world.

C   Values

University Libraries' faculty and staff live these values in all that we do:

- *Discovery* – We embrace curiosity, experimentation, and learning.
- *Connection* – We share our knowledge and expertise, embrace differing perspectives, and build enduring relationships.
- *Equity* – We advance diversity, inclusivity, access, and social justice.
- *Integrity* – We practice openness, accountability, and respect.
- *Stewardship* – We leverage the resources entrusted to us for maximum impact.

III   ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

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. For purposes of governance, the faculty of the University Libraries TIU includes tenure-track and professional practice faculty with compensated FTEs of at least 50% in the TIU, and associated faculty.

The TIU of University Libraries makes tenure-track appointments with titles of Instructor, Assistant Professor, Associate Professor, or Professor. Tenure-track faculty can participate in and are eligible to vote on all non-personnel matters of TIU governance, and participate in and are eligible to vote on personnel matters as outlined in the University Libraries [Appointments, Promotion, and Tenure Criteria and Procedures document](#).

The TIU of University Libraries makes professional practice faculty appointments. Professional practice faculty titles are professional practice assistant professor, professional practice associate professor and professional practice professor.

On May 2, 2023, the TIU tenure-track faculty voted to extend governance rights to professional practice faculty. Professional practice faculty may vote in all matters of TIU governance except tenure-track faculty promotion and tenure decisions. Professional practice faculty may participate in discussions of professional practice faculty matters including promotion reviews. Any professional practice faculty

member appointed by the TIU may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in Faculty Rule 3335-7-11(C).

A Professional Practice Faculty Appointment Cap

In accordance with Faculty Rule 3335-7-03, unless an exception is approved by the University Senate and the Board of Trustees, professional practice faculty may comprise no more than 20% of the total tenure-track and professional practice faculty in the TIU.

The TIU of University Libraries makes associated faculty appointments. Associated faculty titles include Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor, Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor. Associated faculty also include tenure-track faculty on less than a 50% appointment. Associated 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 of TIU governance.

Emeritus faculty in the University Libraries TIU are 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 of TIU governance.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in the University Libraries TIU is provided in the Appointments, Promotion, and Tenure Criteria and Procedures document.

V ORGANIZATION OF UNIVERSITY LIBRARIES

The organization of University Libraries administration comprises the Vice Provost and Dean and the Assistant and Associate Deans (ADs) which form the University Libraries Executive Committee. Further details are provided in the University Libraries organizational chart.

VI OVERVIEW OF UNIVERSITY LIBRARIES DECISION MAKING

Policy and program decisions are made in a number of ways: by University Libraries faculty as a whole, by standing or special committees, by members of the Executive Committee or by the Vice Provost and Dean of University Libraries. The nature and importance of any individual matter determine how it is addressed. University Libraries governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

VII   UNIVERSITY LIBRARIES ADMINISTRATION

A   The Dean

The Vice Provost and Dean of University Libraries ("the Dean," for the remainder of this document) serves as the chief executive officer of University Libraries and head of the TIU. The Dean is an ex officio member of the Senate, the Council of Deans (Faculty Rule 3335-3-23), and the Graduate Faculty (Faculty Rule 3335-5-29).

The Dean shall be appointed by the Board of Trustees upon nomination of the President. Before making this nomination, the President shall confer with the Executive Vice President and Provost who, in turn, shall confer with representatives of the faculty of University Libraries and with the Library Committee (Section A of Faculty Rule 3335-3-28). The Library Committee shall advise the Executive Vice President and Provost on the appointment of a Dean (Section B.4 of Faculty Rule 3335-5-48.2).

The Dean shall have the responsibility and authority for administering University Libraries under the jurisdiction of that office. In the discharge of duties, the Dean shall be advised by the Library Committee (see Faculty Rule 3335-5-48.2). The Dean shall report to the President through the Executive Vice President and Provost (Section B of Faculty Rule 3335-3-28).

Without limiting the generality of the foregoing, the Dean shall evaluate continuously the administrative and operating practices of University Libraries under the jurisdiction of that office and lead in the study of methods in improving them; recommend appointments, promotions, and dismissals under the rules of the university; and prepare for the approval of the Executive Vice President and Provost annual recommendations for the budgets for personnel and for archives and materials (Section C of Faculty Rule 3335-3-28).

Day-to-day responsibility for specific matters may be delegated to others, but the Dean retains final responsibility and authority for all matters covered by this Pattern of Administration, subject when relevant to the approval of OAA and the Board of Trustees.

Under the Pattern of Administration, the Dean delegates to faculty and staff committees and others certain responsibilities; however, such delegation does not relieve the Dean of their responsibility to:

1. Develop, in consultation with the faculty, a Pattern of Administration with specified minimum content (Faculty Rule 3335-3-29).

2. Secure the resources necessary to support University Libraries' vision, mission, strategic directions, and service values.

3. Ensure the distribution of a schedule of all regular faculty meetings to each faculty member prior to the beginning of each academic term.

4. Ensure the maintenance of all faculty meeting minutes and records of all other actions covered by the Pattern of Administration.

5. Prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure (Faculty Rules 3335-3-29

and [3335-6](). (See [Appointments, Promotion, and Tenure Criteria and Procedures for The University Libraries]()).

6. Consult with the faculty on matters of high-level policy. Such consultation will, whenever practical, be undertaken at a meeting of the faculty as a whole. The Dean will solicit the advice of the Faculty Advisory Council and other relevant faculty committees before submitting an issue for consensus at a meeting of the faculty.

7. Recognize in principle the presumption favoring majority faculty rule on all matters covered by the Pattern of Administration. Further, whenever majority faculty rule is not followed, the Dean shall explain the reasons for the departure, in writing when possible, or at a faculty meeting. Except in extreme circumstances, this statement of reasons shall be provided to the faculty before the departure occurs, and the faculty shall be given an opportunity to comment.

8. Consult with the faculty through the Faculty Advisory Council, and when appropriate, the faculty as a whole, on matters of personnel and budget. Through faculty representation on search committees, consult with the faculty during the search process and in the review and selection of new faculty members for appointment. Oversee the hiring and supervision of staff.

9. Promote improvement of the library system by ensuring regular evaluation of services and administrative processes through the use of recognized instruments and methods. Wherever available, comparable data from peer institutions should be utilized. In general, such evaluation should include responses solicited from constituencies served by the unit.

10. Encourage and support research and educational development.

11. Ensure that all faculty, regardless of their assigned duties, are offered the full privileges and responsibilities appropriate to their rank; and in general, to lead in maintaining a high level of morale.

12. Maintain a curriculum vitae for all personnel teaching a course in the University Libraries' curriculum.

13. Ensure that adequate training, supervision, and continuing education are available to all members of the faculty and staff.

14. Evaluate faculty members annually in accordance with both university and University Libraries established criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by University Libraries and to place in that file a response to any evaluation, comment, or other material contained in the file.

15. Promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluations by students of the course and instructors, and periodic course review by the faculty (Section C of Faculty Rule [3335-3-35]()).

16. Facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the Office of Academic Affairs.

B   Associate and Assistant Deans

The Associate and Assistant Deans are appointed to their positions by the Dean in consultation with the faculty. Initial appointments with faculty status will follow standard procedures for the appointment of faculty members. The Associate and Assistant Deans shall:

1. Consult with faculty on matters of policy.

2. Support the Dean to fulfill University Libraries' vision, mission, strategic directions, and service values.

3. Support the Dean in their responsibilities as listed above in VII A.

The Associate and Assistant Deans will be reviewed annually by the Dean. At least every four years that review will include a solicitation of input from the University Libraries' faculty, and others as appropriate, concerning the individual's performance in their position. Information that is received will comprise a substantial component of that evaluation process. Faculty Advisory Council should be consulted as to timing and methodology.

C   University Libraries Committees

Faculty and staff members may serve on a variety of governance committees, standing committees, working groups, task forces, and ad hoc committees. The Dean or their designee is an ex officio member of all these groups and may vote as a member on all committees except the Committee on Appointment, Promotion, and Tenure. Members of the Executive Committee are not eligible to be elected to governance committees. Faculty or staff that assume a role on the Executive Committee during a term on a governance committee shall end their service on that committee at the end of the current academic or calendar year, dependent upon the term schedule of the committee.

The appointment of an individual to one or more committees may be based on rank, position, and/or assignment within University Libraries. Membership on other committees and task forces is open to all members of the faculty or to faculty and staff where appropriate. Some may require particular representation or tenure for eligibility.

Newly formed standing committees, not confined solely to ex officio members, have staggered appointments. A committee appointment shall be considered vacant when the term of service expires, the incumbent resigns from the committee, is unable to fulfill committee obligations, or leaves University Libraries. Notification of any vacancy on a committee shall be announced by the chair.

Committees of ex officio membership are normally chaired by the convening authority. Chairs of appointed committees are normally named by the appointing authority. Other committees normally select their own chairs.

As necessary, the committee may appoint a secretary to record and distribute minutes of the meetings. The Chair of each committee shall report, as appropriate, to faculty and staff, through publication of

minutes or summaries of minutes via University Libraries' communication channels. All Faculty Governance committees will report annually at a regular faculty meeting according to a schedule developed by the Faculty Advisory Council.

1   Executive Committee

The University Libraries senior leadership team provides the leadership, vision, and facilitation of efforts that advance University Libraries' values, vision, and mission. The Executive Committee is dedicated to developing and modeling shared leadership, process-oriented communications and participatory decision making. All members of the Executive Committee are ex officio. The members of the Executive Committee are the Dean and Assistant and Associate Deans of University Libraries.

2   Faculty Governance Committees

(a)   Faculty Advisory Council (FAC)

Serves as a vehicle through which the Dean and the Executive Committee consult the faculty on matters of planning, policy, and other items of general interest. It meets the requirement in Faculty Rule 3335-3-35 that the Dean have a means to consult with the faculty on significant decisions. It also provides a mechanism for communicating to the Dean the sentiments and advice of the faculty.

There shall be seven elected members, with a minimum of four tenured and two untenured, serving terms of three years. Terms are staggered and no faculty member may serve more than two consecutive terms. The chair shall be a tenured faculty member and will be selected by the full membership of the committee. The Faculty Secretary serves as an ex officio, non-voting member of the committee. See the Faculty Advisory Council Procedures for details.

(b)   Committee on Appointment, Promotion, and Tenure (AP&T)

Assists the eligible faculty in managing personnel and promotion and tenure issues. The committee consists of twelve elected members who are tenured at the Associate or Professor level, with a minimum of two Professors. The term of service is three years. A faculty member can be re-elected after a period of one year off the committee. Terms are staggered. The chair is determined by the committee. See the Committee on Appointment, Promotion, and Tenure Standing Rules for details.

(c)   Committee on Faculty Benefits, Responsibilities, and Research (CFBRR)

The committee promotes research activities by University Libraries faculty. It administers faculty travel and development funds and reviews Special Assignment and Faculty Professional Leave applications. It advises those engaged in research and considers issues related to faculty benefits, obligations, and status. This committee is composed of seven elected members, a minimum of four of whom are tenured and two untenured. The term of service is three years. Terms are staggered. The chair is a tenured faculty member. The chair is determined by the committee.

(d)   Faculty Hearing Committee

The Faculty Hearing Committee serves as the investigations committee for University Libraries and reviews complaints filed against faculty in accordance with Faculty Rule 3335-5-04. The committee consists of five members and five alternates elected from all tenured faculty, except current members of the Hearing Committee. The membership is elected to staggered terms of four years. The Chair will be the continuing member of the committee with the longest University Libraries service. The Faculty Hearing Committee follows the investigations process established in Faculty Rule 3335-5-04. See the Faculty Hearing Committee Operational Guidelines for details.

The Faculty Hearing Committee shall also serve as the faculty salary appeals committee for University Libraries and will be called into action as needed. The Faculty Hearing Committee follows the appeals process established in the OAA *Policies and Procedures Handbook*.

(e)   Faculty Review Board

The Faculty Review Board performs an ombudsman function for members of the faculty by providing informal and formal (if needed) appeals procedures for differences which cannot be settled through normal administrative channels. The work of the board is advisory and to provide a disinterested review of specific problems in a manner that is free from interference, restraints, or reprisal. The committee consists of five elected members of the tenure-track faculty serving two-year staggered terms. The Chair will be the continuing member of the board with the longest University Libraries service. The committee acts in accordance with Faculty Rule 3335-5. See the Operational Guidelines for the Faculty Review Board for details.

3   Staff Advisory Council (SAC)

Serves as an advisory and consultative body on behalf of the University Libraries Administrative and Professional (A&P) and Classified Civil Service (CCS) staff to University Libraries administration, facilitates communication to and from University Libraries staff, and contributes to planning, policy, and other decisions affecting staff throughout University Libraries.

The SAC shall be composed of seven Staff Advocates, elected at large and a representative of Human Resources as ex officio. University Libraries A&P and CCS staff elect Staff Advocates at large, to a two-year term, with a staggered complement of four members standing for election one year and three members the following year. Elected Advocates may serve no more than two consecutive terms; however, there is no limit on the total number of terms that may be served. Each Staff Advocate has one vote. Ex officio representatives are non-voting members. The SAC elects its own officers.

4   Management Committee

Engages in shared leadership to model and promote behaviors that advance a dynamic learning organization, integrate shared mission and values into organizational activities, provide ongoing alignment of individual and collective efforts with University Libraries and university strategic objectives and priorities. The committee serves as a platform for discussing strategic priorities, capacities, opportunities, and resource and learning needs to inform managerial decision making. The committee

also serves as a conduit for multi-directional communication to proactively provide input from organizational stakeholders to inform decision making and share outcomes from committee discussions with the broader organization.

The committee is convened by the Dean and all members are ex officio, including all members of Executive Committee; their direct reports who have substantial personnel, budgetary and/or programming responsibilities; and the Chairs of Faculty Advisory Council (FAC), Staff Advisory Council (SAC) and the IDEAS Committee.

5   Teaching and Learning Committee

Plans annual activities and coordinates on-going professional development related to pedagogy, information literacy, and library instruction on behalf of University Libraries, the Health Sciences Library, the Moritz Law Library, and the regional campus libraries. The committee is responsible for the peer review of teaching process for the TIU and serves as the curriculum review body for University Libraries credit courses.

The chair is appointed by the Executive Committee sponsor. Committee members include ex officio members and four to six members appointed by the Executive Sponsor serving two-year staggered terms. The committee has an annual call for volunteer members.

6   Inclusivity, Diversity, Equity, Accessibility, and Social Justice Committee (IDEAS)

Serves as the advisory and catalyst group on matters related to inclusivity, diversity, equity, accessibility, and social justice. The committee partners with the Executive and Management Committees to advance University Libraries' inclusivity, diversity, equity, accessibility, and social justice efforts as identified in University Libraries' strategic directions, in support of the university's land grant mission.

The chair is appointed by the Dean for a two-year term. The committee members will be appointed by the Executive Sponsor through a nomination and selection process managed by the chair. Membership will consist of a maximum of sixteen faculty and staff serving two-year terms and can include the University Libraries TIU.

7   Professional Development & Learning Committee (PDLC)

Serves as a central resource to identify, develop, and coordinate learning and professional development activities in support University Libraries strategic plan and core mission for all employees, faculty, and staff. The committee guides employees to understand their connectedness to University Libraries as well as embed University Libraries mission, vision, and values into their work.

The chair is appointed by the Executive Committee sponsor. Six to eight members appointed by the Executive Committee sponsor serve two-year staggered terms. The committee has an annual call for volunteer members.

8   Other Standing Committees, Working Groups, Task Forces, and Ad Hoc Committees

Standing Committees are established by approval of a charge by the Executive Committee. Membership and method of selection or election is specified in the charge. Some standing committees are charged with fulfilling University requirements.

Working groups, task forces, and ad hoc committees are more flexibly constituted, both in membership and in duration, than are Standing Committees. They are appointed and charged by the Dean, by other administrators, or by the faculty as a whole, to investigate and advise on specific issues. The most common type of ad hoc committee is the Search Committee, which is involved in the appointment, promotion and tenure process. The composition and role of the Search Committee is described more fully in the Appointments, Promotion, and Tenure Criteria and Procedures document.

9   University Bodies and Committees

University Libraries faculty or staff members may be called through election, appointment, or ex officio status to serve (or may volunteer to serve) on university, college, and departmental committees.

The University Senate is a unicameral body consisting of administrators, faculty, staff, and student members (Faculty Rule 3335-5-37). Faculty are elected from each college for three-year terms, and University Libraries has two elected Faculty Senators. The Dean is an ex officio member of the Senate.

University Libraries faculty are eligible to serve on a variety of Senate committees and task forces. Should University Libraries be invited or requested to appoint a faculty member to university-wide committees or task forces, the Dean shall consult with the Faculty Advisory Council and the Executive Committee.

VIII   FACULTY BUSINESS

A   Faculty Meetings

Regular meetings of the faculty shall be scheduled five times an academic year across the autumn and spring semesters. Additional meetings may be called by the Faculty Advisory Council, the Dean, or at least ten faculty members.

The Chair of the Faculty Advisory Council shall chair the faculty meetings. The Faculty Secretary shall provide to the faculty a schedule of faculty meetings at the beginning of each academic term, in consultation with the Dean. The Faculty Secretary shall handle most of the details of the meetings and shall notify faculty members of meetings via electronic mail. An agenda will be circulated no later than five business days prior to the meeting.

1   Agenda

The agenda shall be determined by the Faculty Advisory Council and the Faculty Secretary in consultation with the Dean. It shall include items submitted by the Faculty Secretary, individual faculty

members, and chairpersons of committees and task forces. New business shall always be an agenda item.

2   Conduct of the Meeting

Meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

3   Guests

The Dean may offer a standing invitation to appropriate Administrative and Professional personnel and to a Staff Advisory Council observer to attend faculty meetings, subject to approval of the faculty. Guests may be invited by any member of the faculty, with the consent of the Chair, to observe faculty meetings. Non-faculty and guests may be asked to withdraw, however, if the faculty members call for executive session. The latter may be convened by any member of the faculty, subject to the approval of a simple majority of the faculty present.

4   Minutes

Minutes of faculty meetings will be made available to faculty by the Faculty Secretary within seven days of a meeting, if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

B   Voting Procedures

1   Election to Governance Committees (see Section VII.C.2. Faculty Governance Committees)

A call for nominations to the appropriate Faculty Governance Committees will be issued by the Faculty Secretary during the spring semester of each year with the exception of the AP&T Committee, whose elections are held in the autumn semester of each year. When sufficient nominees have been identified, ballots will be issued electronically with a due date of two weeks from their issuance. A valid election requires a quorum, consisting of a simple majority of faculty members as defined in Section IV. Faculty and Voting Rights; it shall be the responsibility of the Faculty Secretary and the Chair of the Faculty Advisory Council to ensure that a quorum votes on every ballot. In cases of tie votes, runoffs will be held.

2   Votes on Policies, Issues, etc.

Official votes by the faculty, with the exception of changes to Faculty Governance Documents (see Section VIII.C. Amendments to Governance Documents) shall require a quorum, which shall consist of a simple majority of all faculty members as defined in Section IV. Faculty and Voting Rights. Should such a quorum not be present at a faculty meeting where substantive issues and/or matters of policy are under consideration, the vote will be postponed until a later meeting or will be handled by an electronic ballot.

Special policies pertain to voting on personnel matters, and these are set forth in the Appointments, Promotion, and Tenure Criteria and Procedures document. For important issues concerning all faculty,

an electronic ballot will always be employed, and an electronic vote may be requested by any faculty member on any issue. Electronic ballots will be distributed by the Faculty Secretary with a deadline of two weeks from their issuance; supporting documentation will be made available. Voting results will be reported when a decision has been reached by a majority or the deadline has been reached, whichever occurs first.

It shall be the responsibility of the Faculty Secretary and the Chair of the Faculty Advisory Council to ensure that a quorum votes on every ballot. In cases of tie votes, runoffs will be held.

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

C   Amendments to Governance Documents

The faculty may add, amend, repeal, or interpret sections of the faculty governance documents by a positive vote of a simple majority of all faculty members as defined in Section IV. Faculty and Voting Rights. An electronic ballot will always be used for voting on proposed changes to governance documents.

Proposed amendments to faculty governance documents should be submitted to the Chair of the Faculty Advisory Council, who will then refer them to the appropriate governance committee for presentation and discussion at an upcoming faculty meeting. Proposed amendments suggested during a faculty meeting may be discussed and ballot language agreed upon, or may be referred to the appropriate governance committee for presentation and discussion at an upcoming faculty meeting.

Following discussion at a faculty meeting and confirmation of agreed upon ballot language, an electronic ballot will be issued by the Faculty Secretary. The ballot will have a deadline two weeks from its issuance; the election results will be reported when a decision has been reached by a majority or the deadline is reached, whichever occurs first.

Faculty Advisory Council may make changes that are purely editorial in nature, such as updating links to University Libraries or OAA documentation or formatting, without a ballot. The faculty shall be informed of such changes.

D   Faculty Secretary

The Faculty Secretary shall be a member of the tenure-track faculty, nominated by the Faculty Advisory Council or any member of the tenure-track faculty, or by themselves, and elected by the faculty in the autumn semester with a term beginning in January. The term of office shall be for two calendar years. The Secretary may serve consecutively no more than two terms. See Responsibilities of University Libraries Faculty Secretary for details.

IX   DISTRIBUTION OF FACULTY DUTIES AND RESPONSIBILITIES

The university's policy with respect to faculty duties and responsibilities is set forth in the OAA *Policies and Procedures Handbook*, Volume 1, Chapter 2, Section 1.4.3. The information provided below supplements these policies.

During on-duty periods, faculty members are expected to be available for interaction with constituents, service responsibilities, other responsibilities, and University Libraries meetings and events. 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.

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 of University Libraries, the Director of the Health Sciences Library, the Director of the Moritz Law Library, or the appropriate regional campus 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 University Libraries, university, and/or community. The Dean of University Libraries, the Director of the Health Sciences Library, the Director of the Moritz Law Library, or the appropriate regional campus 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 University Libraries 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 a faculty member's annual review.

A full-time faculty member's primary professional commitment is to Ohio State. 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 of University Libraries, the Director of the Health Sciences Library, the Director of the Moritz Law Library, or the appropriate regional campus Dean/Director in order 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 and responsibilities may be adjusted by the Dean of University Libraries, the Director of the Health Sciences Library, the Director of the Moritz Law Library, or the appropriate regional campus Dean/Director to take into account the impact over time of the crisis. These adjustments may include modifying research expectations in order to maintain librarianship obligations. These assignment changes must be considered in annual reviews.

A   Tenure-track Faculty

As primary partners in the provision of and access to curricular and research information resources, University Libraries tenure-track faculty are charged with the creation and development of library programs and collections in support of teaching, research, and service. Within University Libraries, librarianship is defined as those duties directly related to executing the functions of one's appointed position. Each faculty member, on the average, is expected to devote 80% of their appointment to them.

For University Libraries faculty, scholarly activity includes, but is not limited to, the production of new knowledge or creative works. Diversity within the faculty results in a wide range of scholarly and creative works in many disciplines. An active program of research, scholarship, and/or creative activity leading to ongoing publication and/or presentation is expected. The typical University Libraries faculty member disseminates that research and scholarship through publication and presentations at conferences and meetings of professional associations.

Service activities play a substantial role in the extension of knowledge both within and outside the profession of librarianship. University Libraries faculty typically serve on University Libraries and/or university committees and are actively involved in committee/task force work of professional/technical societies at the regional, national, and/or international levels. University Libraries faculty also support Ohio State's outreach and engagement mission, which the university defines as "the collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity."

The Dean, together with Executive Committee and department heads, in consultation with each faculty member, shall be responsible for assuring that faculty members' assigned responsibilities are equitably distributed. When exceptional or additional duties are assigned, the regular responsibilities of a faculty member will be adjusted commensurate with the time commitment for the exceptional responsibility.

1   Assigned and Unassigned Time

The purpose of assigned and unassigned time is to enable faculty members of University Libraries to participate broadly and significantly in librarianship, scholarship, and service. These activities characterize and define faculty at University Libraries. In committing time for those endeavors, each faculty member is responsible both for the fulfillment of one's appointed position in University Libraries (librarianship) by using assigned time, and for continuing professional growth (typically in scholarly and creative work, and service) which may require the use of unassigned time. Professional development, including achievement of promotion and/or tenure in University Libraries demands excellence in all three areas and necessitates a proper balance in the use of assigned and unassigned time.

(a)   Definitions

i   Librarianship

In University Libraries, librarianship is defined as those duties and activities directly related to executing the functions of one's appointed position.

ii   Assigned Time

Assigned time comprises not less than 80 percent of the work week and includes, first and foremost, the functions of one's appointed position. It also incorporates service, including time spent in preparing for and attending meetings of University Libraries committees and university committees external to University Libraries. Both meeting and preparation time for service on task forces and committees administratively appointed for ad hoc purposes are to be included in assigned time. Attendance at and participation in professional meetings, such as conferences, workshops, and training sessions, which directly aid or develop job performance and time spent preparing for and offering library-related coursework or providing library instruction are also functions to be included under assigned time. All conference, meeting, or workshop attendance required by supervisors is assigned time.

iii   Unassigned Time

Each faculty member has unassigned time as a right, a privilege, and a responsibility. It comprises no more than 20 percent of the work week for University Libraries faculty, and 10 percent of the work week for regional campus faculty. Appropriate uses of unassigned time shall include, but not be limited to: research directed toward publication, attendance at meetings for general professional development, consulting external to the university, and other forms of service.

(b)   Implementation

i   Scheduling

Unassigned time is to be determined in accord with, and relative to, needs dictated by research, scholarly and creative work, and other eligible activities in which the faculty member is engaged. There must be agreement between the faculty member and the immediate supervisor on the scheduling of unassigned time. Supervisors cannot use scheduling or workload issues to continually deny faculty from using unassigned time. Within this general framework of agreement, individual faculty members may determine where and how unassigned time will be used. Any change in scheduling will be by mutual agreement, with the needs of the unit being duly taken into account. Unassigned time may be scheduled weekly or can be accumulated up to 13 days per calendar quarter. The 13 days can be taken at any time during the calendar quarter, subject to mutual agreement with one's immediate supervisor. Requests beyond these guidelines will be considered on a case-by-case basis in order to maintain maximum flexibility.

ii   Accountability and Interpretation

The immediate supervisor may request informal reports on the use of unassigned time throughout the year. The faculty member will report in summary form for their annual review via their dossier. The faculty evaluation will include the immediate supervisor's comments on the faculty member's use of unassigned time. If unassigned time has not been used appropriately and the faculty member fails to develop and implement a plan for appropriate use, the annual review and subsequent compensation decisions should reflect this. Resolving questions about whether an activity is assigned or unassigned time and questions of whether unassigned time has been used appropriately should involve the faculty member and the immediate supervisor first. Failing resolution at this level, the matter should be referred to the administrative reporting line above the immediate supervisor. The Committee on Faculty Benefits, Responsibilities, and Research can serve as a resource in the interpretation of assigned and unassigned time. Failing resolution by administrative review, the question can be referred to the Faculty Review Board.

2   Special Assignments

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

(a)   Purpose

University Libraries recognizes the importance of continued professional development for its faculty and provides opportunities, including the special assignment (SA). An SA releases a tenure-track faculty member from some regular duties for a period of up to one full term so that they may concentrate on a unique research, service or other endeavor related to librarianship or may invest in a relatively brief professional development opportunity. The assignment allows release from teaching/librarianship for a variable duration depending on the needs of the project, up to a semester.

(b)   Eligibility

All tenure-track full-time faculty members are eligible for a special assignment. An SA could be granted for up to one academic semester depending on the time needs and merits of the project. SAs should not be granted unless faculty members can be released from most duties; some expectations (e.g., attendance at promotion and tenure review meetings) can still be anticipated in accordance with University Libraries Guidelines for Faculty Special Assignments. SAs are not a faculty entitlement. They are awarded competitively to promote the regular production of faculty scholarship and creative activity. CFBRR makes recommendations on awarding of SAs to the Dean, who makes the final determination.

B   Professional Practice Faculty

University Libraries TIU appoints professional practice faculty. These appointments exist for faculty members who focus principally on the librarianship needs for University Libraries TIU. Professional practice faculty will primarily perform librarianship as defined by the Appointments, Promotion, and Tenure Criteria and Procedures document. Librarianship responsibilities comprise no less than 90% of

the overall workload. A secondary area of responsibility for professional practice faculty is service to the TIU, university, or profession. Service should account for no more than 10% of the overall workload, in consultation with the immediate supervisor.

C   Associated Faculty

Compensated associated faculty members are expected to contribute to the university's mission depending on the terms of their individual appointments.

Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

D   Modification of Duties

University Libraries strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, University Libraries is committed to a modification of duties that will 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 requesting the modification of duties and the Dean should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the Dean.

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 Paid Time Off Policy.

See also the OHR Parental Care Guidebook and the Parental Leave Policy in Section XII.

X   POLICY FOR TEACHING COURSES AT THE OHIO STATE UNIVERSITY

University Libraries faculty are encouraged to participate in the development and teaching of new and existing credit courses when it enhances their ability to connect with and serve constituents and as described in this document. These policies pertain only to teaching courses at Ohio State. When teaching courses at other institutions, including Kent State SLIS, University Libraries employees should observe the university's Policy on Outside Activities and Conflict and also submit the Outside Activities Approval Form to document supervisory approval of these activities.

- Developing and teaching of library related credit courses, those where the primary focus is student development of research and information literacy skills or engagement with University Libraries collections, will be considered assigned time. Although some faculty may teach other types of

courses under certain circumstances and with supervisory approval, that work is considered an overload (outside normal work responsibilities) and should be compensated by the offering unit.

- Those who wish to propose any new course offering should consult first with their immediate supervisor or Associate Dean and follow the approval procedures required by the offering unit. Proposals for courses to be offered as a part of University Libraries curriculum must be reviewed by the University Libraries Teaching and Learning Committee as the first step in the university's course approval process. A second level of review will be done by the department or college under which the course falls.

- Those who are invited to teach a course offered by another department at Ohio State, including its regional campuses and the Office of Distance Education and eLearning, must submit the university's Additional Duty Compensation Request form (regarding time devoted to the preparation and teaching of the course and compensation) to their immediate supervisor or Associate Dean and the academic department. This document will be forwarded to the Dean of University Libraries, the Director of the Health Sciences Library, the Director of the Moritz Law Library, or the appropriate regional campus Dean/Director for final approval.

- Use of Student Evaluations of Instruction (SEI) is required in every for-credit course offered by University Libraries. Courses that are part of University Libraries curriculum will also be assessed on a regular basis by the Teaching & Learning Committee.

- Periodic peer evaluation is required for tenure-track and professional practice faculty who are instructors of record delivering for-credit courses. Detailed information about peer evaluation of teaching is provided in the Appointments, Promotion, and Tenure Criteria and Procedures document and University Libraries Peer Evaluation Guidelines.

- Joint appointments should be considered if a faculty member is devoting a significant amount of time to classroom teaching for another department on a regular basis.

XI   ALLOCATION OF UNIVERSITY LIBRARIES RESOURCES

The Dean is responsible for the fiscal and academic health of University Libraries and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of University Libraries goals. The Dean will discuss the University Libraries budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the Dean.

A   Guidelines for Allocating University Libraries Research Funds

Funds for support of faculty research are provided by the Dean. The following guidelines are intended to assure the fair apportioning of these funds, which are administered by the Dean on the recommendations of the Committee on Faculty Benefits, Responsibilities, and Research.

1   Objectives

Funds are awarded to support research activities. The research should be designed with publication and/or other forms of dissemination of results in mind. CFBRR seeks to support all meritorious projects as fully as possible.

2   Eligibility

Proposals may be submitted by any member of the tenure-track faculty except those who will be terminating their affiliation with University Libraries within the current fiscal year. Proposals for projects connected with completion of degree requirements will ordinarily not be considered. Members of CFBRR are eligible for grants but must absent themselves from the review process. See Faculty Research Funds Procedures for details on applying for University Libraries research funds.

B   Guidelines for the Allocation of Faculty Travel Funds

All tenure-track University Libraries faculty are expected to contribute to the field of librarianship through scholarship, teaching, and service. Travel funds support faculty participation in professional workshops, institutes, conferences, seminars, and other specialized meetings conducted on a state, regional, national, or international level. Such participation should be relevant to the faculty's scholarship, teaching, or service interests and enhance the reputation of University Libraries.

1   Eligibility

University Libraries faculty (excluding Health Sciences Library, the Moritz Law Library, regional campus libraries, CFAES Wooster Campus ATI Library, and the CFAES Wooster Campus Research Library faculty) are eligible to apply for travel funds. Faculty traveling for specific work/job related reasons should seek administrative funding.

2   Allocation

The Dean makes an annual allocation of funds for travel at a designated amount per faculty member. Faculty may request up to the designated amount each fiscal year. Individuals may request funds for more than one meeting or conference as long as these requests do not exceed the total designated amount annually. See Guidelines for the Allocation of Faculty Travel Funds for details.

XII   LEAVES AND ABSENCES

The university's policies and procedures with respect to leaves and absences are set forth in the OAA *Policies and Procedures Handbook* and OHR Policies and Forms website. The information provided below supplements these policies.

A   Discretionary Absence

Faculty are expected to complete a travel request or a request for absence form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time

for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right, and the Dean or their designee retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that OAA approve any discretionary absence longer than 10 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 as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the Dean or their designee 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 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   Guidelines for Faculty Professional Leave

1   Purpose

Ohio State recognizes the importance of continued professional development for its faculty and has provided opportunities, including the granting of professional leave, to encourage increased scholarly competence for the mutual benefit of the individual and the university. Faculty Professional Leave (FPL) proposals generally emphasize enhancement of research skills and knowledge. However, faculty members may use FPL for substantial investment in pedagogical or administrative skills and knowledge when these are judged to be mutually beneficial to the faculty member and their academic unit. The FPL program was created to give faculty a period of uninterrupted time to invest in their professional development. Activities that entail little or no investment in new skills and knowledge are not appropriate for the program. Faculty not eligible for the professional leave program and faculty requiring one semester or less release time should consider options such as Unassigned Time or Special Assignment.

2   Eligibility

A tenured faculty member with at least seven continuous years of service in a tenure-track position at Ohio State may be granted professional leave. Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leave. The information provided below supplements these policies. Faculty become eligible for their next leave after completion of seven continuous years of service following the end of the previous professional leave. A professional leave may not be a terminal

leave. In accepting such leave, faculty recognize their responsibility to return to University Libraries for at least one year thereafter.

3   Conditions

Faculty may request leave of one to three consecutive academic terms. Professional leaves of up to one semester at full salary may be taken.

Academic Terms on Leave	Salary Reduction
1	No reduction
2-3	1/3 over remaining leave period

Faculty on FPL for longer than one semester can augment their leave stipend with funds from external sources such as research grants, provided that 1) the activity to be compensated supports the purposes of the FPL, and 2) the combined external support and reduced leave stipend do not exceed the level of the regular annual salary. If a faculty member documents substantial increased living costs necessitated by the leave, an exception to this policy may be made with the approval of the Dean and the Provost.

4   Criteria

In evaluating FPL proposals, CFBRR places the greatest weight on the merits of the proposal in light of the professional development of the faculty member and the advancement of the academic mission of University Libraries. For further criteria, as well as application procedures, see Guidelines for Faculty Professional Leave.

E   Parental Leave

The university, the college, and this TIU 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 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.

University Libraries adheres to these policies in every respect. In particular, University Libraries 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 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 University Libraries. In addition, it is university policy that faculty may

not spend more than one business day per week on supplementally compensated activities and external consulting combined.

Faculty with an administrative position (for example, Associate and Assistant Deans and individuals who receive an administrative stipend) 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 a University Libraries 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 them, such textbook or material may be required for a course by the faculty member only if (1) the Dean or designee has approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate University Libraries 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

Information on 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 with external funding or otherwise required by university policy 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 sections IX and X above.

XV   GRIEVANCE PROCEDURES

Faculty or staff members who have a grievance should attempt to address the issue through regular administrative channels. If resolution through regular processes is not possible, the Dean will review the matter and either seek resolution or explain why resolution is not possible. Procedures for the review of specific types of complaints and grievances are described below.

A   Salary Grievances

A faculty or staff member who believes their salary is inappropriately low should discuss the matter with the Dean. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the Dean and wish to pursue the matter may be eligible to file a more formal salary appeal (see OAA's *Policies and Procedures Handbook*). The Faculty Hearing Committee (see Section VII-C) handles faculty salary appeals according to procedures outlined in the OAA *Policies and Procedures Handbook*.

Staff members who are not satisfied with the outcome of the discussion with the Dean and wish to pursue the matter 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 Faculty Hearing Committee (see section VII-C) handles cases of faculty misconduct according to procedures outlined in the OAA *Policies and Procedures Handbook*.

Any student, faculty, or staff member may report complaints against staff to the Dean. 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 Office of Institutional Equity 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 affirmative action, equal employment opportunity, and non-discrimination/harassment are set forth in the university's policy on affirmative action and equal employment opportunity.

2. Ohio State's policy and procedures related to 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. When students bring complaints about courses and instructors to the Dean, the Dean will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Dean will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Dean will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule 3335-8-23.

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 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.