

Pattern of Administration The Ohio State University at Mansfield

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1. INTRODUCTION

This Pattern of Administration describes the mission, policies, and procedures of the Mansfield campus of The Ohio State University. This document supplements [Rules of the University Faculty](#) and other policies and procedures of the University to which the Mansfield campus and its faculty and staff are subject. The latter rules, policies and procedures, including any changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment and reappointment of the campus Dean and Director (henceforth “the Dean” or “the campus Dean”). Revisions may also be made at any time subject to approval of the Office of Academic Affairs.

2. MISSION of THE OHIO STATE UNIVERSITY at MANSFIELD

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

Ohio State Quality: All courses and curricula offered on the Mansfield campus maintain the same content and academic quality as those offered on the Columbus campus. All tenure-track faculty hold the highest degree awarded by their profession, and all non-tenure track faculty hold at least a master’s degree or its equivalent. Tenure-track faculty are members of their OSU departments and meet departmental criteria for promotion and tenure. Such faculty remain current in their professions by engaging in active scholarship and creative activity. Clinical and associated faculty meet the criteria for contract renewal through excellence in teaching.

Student-Friendly: Excellence in teaching is the standard on the Mansfield campus, and all faculty strive to achieve continuous improvement in working with students. Class size is kept relatively small, averaging 20-25 students per class. Faculty members help students learn both inside and outside of the classroom. Highly professional staff members support student learning in many ways such as maintaining facilities, advising students, tutoring, and providing administrative services.

Broad and Open Access: The Mansfield campus maintains Ohio State’s Land Grant mission of making higher education accessible to all students. As such, we follow an open admission policy. The campus strongly values diversity and strives to engage the larger community in all of its variety. Scholarships and other financial aid help many students surmount financial obstacles, and the campus’s academic support services help students achieve academic success.

Community Involvement: The campus strives to create meaningful partnerships with the community, focusing especially on workforce and economic development, the arts and culture, and support for area schools. Many faculty and staff contribute time, money, and expertise for the good of the community. At the same time, community leaders help the campus assess community needs, and the community has contributed generously to campus campaigns. A community Board helps advise the campus Dean.

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

3. ACADEMIC RIGHTS and RESPONSIBILITIES

In April 2006, the university issued a reaffirmation of academic rights and responsibilities, as well as processes for addressing related concerns. That reaffirmation statement can be found on the [Office of Academic Affairs website](#).

4. REGIONAL CAMPUSES at THE OHIO STATE UNIVERSITY

The four regional campuses—Lima, Mansfield, Marion, and Newark—offer Associates and Bachelor’s degrees in a number of selected undergraduate programs. Courses on these campuses must be approved by the relevant departments on the Columbus campus. All courses taught on the regional campuses are Ohio State courses, not merely “regional campus courses.”

Regional campus faculty members are assigned to the campus that hired them for the duration of their employment with the University unless a transfer is effected under the terms of [Faculty Rule 3335-6-07](#).

5. OVERVIEW of CAMPUS ADMINISTRATION and DECISION-MAKING

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

The Dean ultimately has final responsibility and authority for all matters described in this Pattern of Administration. In making major decisions, the Dean’s first line of contact for consultation is the Executive Committee, a body made up of elected faculty and staff. Secondly, the Dean also relies on contributions and advice from the Faculty Assembly and its committees, Associate Dean, Assistant Dean of Student Life & Success, the Senior Staff, MSAC (Mansfield Staff Advisory Council), AFAC (Associated Faculty Advisory Council), student leaders, and the Ohio State Mansfield Board (composed of nine private citizens and one student appointed by the Executive Vice President and Provost in consultation with the Dean). In particular, the bodies indicated in items 5.1-5.4 below will be consulted on issues of special relevance to them. Even so, major issues and discussions within groups will be shared among groups (via electronically distributed minutes) and forwarded to the Executive Committee for final deliberation with the Dean.

5.1 Tenure-track faculty are consulted on matters relevant to them, including faculty personnel decisions. Likewise, the Dean meets with the clinical faculty and/or associated faculty or all faculty (tenure-track, clinical, and associated) on matters relevant to one or more of these groups. Consultation is timely, intended to produce consensus before decisions are made, and normally takes place in the various committees designed to provide consultation to the Dean. Those issues regarded as especially important matters by the majority of the Executive Council of the Faculty Assembly or by the Dean are discussed in a Faculty Assembly meeting. (The foregoing does not limit the right of administrators to consult with faculty members individually or in small groups, or

to consult with non-faculty groups or individuals as appropriate.) The Dean consults with the Teaching & Learning Committee concurrently with the relevant Columbus-campus TIU before abolishing courses or adopting, altering, or abolishing majors, minors, or other academic programs. If circumstances warrant, the Dean may convene a meeting of the entire faculty with one week's notice. In cases where the Dean is not able to obtain a clear majority vote in favor of a given action after consultation with the faculty, a faculty committee, or the Executive Council, the Dean then convenes the appropriate faculty body to publicly announce her or his decision and provide reasons for making that decision.

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

5.3 The Ohio State Mansfield Board and its standing committees (Finance, Campus Facilities & Planning, Student Experience, and External Relations) are consulted on matters pertaining to the campus as a whole. Those issues regarded as especially important matters by the majority of the Ohio State Mansfield Board or by the Dean are discussed in regularly scheduled Board meetings. (The foregoing does not limit the right of administrators to consult with Board members individually or in small groups or to consult with other groups or individuals as appropriate.) If circumstances warrant, the Dean may convene a meeting of the entire Board with five days' notice. In cases where the Dean is not able to reach consensus in consultation with the Board, the Dean then convenes the Board to publicly announce her or his decision and provide reasons for making that decision.

5.4 The Shared Services Committee meets regularly to coordinate, consult, and make decisions regarding matters of shared interest to both Ohio State Mansfield and its co-located community college, North Central State College (NCSC). The Ohio State Mansfield Dean and the NCSC President preside at these meetings, which include representative members of the administrative leadership teams of each organization. The Shared Services Committee focuses primarily on those matters addressed in the cost-share policy between NCSC and Ohio State Mansfield (the "Collaboration Agreement").

6. MANSFIELD CAMPUS ADMINISTRATION

6.1 Dean and Director

The Dean and Director is appointed by the Executive Vice President and Provost to a term of five years. The primary responsibilities of the Dean are set forth in [Faculty Rule 3335-3-29.1](#). This policy states:

- (A) There shall be a dean and director of each regional campus who shall be a member of its faculty and the administrative head of the regional campus. The dean and director shall be appointed by the board of trustees upon nomination of the executive vice president and provost in consultation with the president. Before making this nomination, the executive

vice president and provost or designee shall confer with the regional campus faculty, the department or school in which the faculty appointment would be made, and shall consider the recommendations of the deans of the colleges with regular faculty assigned to that campus.

(B) The major responsibility of each regional campus dean and director shall be that of providing active leadership in the promotion, direction, and support of educational activities and research opportunities, in the maintenance of a high level of morale among the faculty, and in the encouragement of the spirit of learning among the students. In addition the dean and director shall have administrative responsibility for the program of the regional campus subject to the approval of the executive vice president and provost or designee, the president, and the board of trustees. These administrative responsibilities shall include the duty:

1. To preside at meetings of the faculty executive committee and to appoint members to regional campus committees unless the method of selection is determined by the Administrative Code or by the regional campus faculty.
2. To develop in consultation with the faculty a pattern of administration for the regional campus following the principles set forth in paragraph (C)(2) of rule [3335-3-35](#) of the Administrative Code.
3. To communicate to the regional campus community the educational programs, standards, and policies of the campus and the university.
4. To establish the extent and variety of course offerings on the regional campus in consultation with the executive vice president and provost or designee, the appropriate college deans, department chairs or school directors, and the faculty of the regional campus.
5. To consult with the appropriate college dean and department chair or school director and to jointly offer employment to prospective faculty members assigned to the campus.
6. To assist the appropriate college deans, department chairs, and school directors in the annual review of all faculty assigned to the regional campus. This assistance shall include a written evaluation of the faculty member's teaching, research, and service activities on and for the regional campus. The regional campus dean and director shall be consulted when a regional campus faculty member is being considered for promotion and tenure and may suggest such candidates to the appropriate chairs and directors.
7. To prepare and administer the regional campus budget in consultation with the regional campus faculty budget committee (on the Mansfield campus, this is the Executive Committee); to consult with the appropriate chair or director regarding faculty salary recommendations; to be responsible for the management, maintenance, and security of the physical plant and capital equipment of the regional campus.
8. To maintain liaison with community councils and agencies and to garner support of regional campus programs and activities.

9. To develop, promote, and maintain educational, cultural, and service programs with approval of the appropriate university bodies and administrative officials. The dean and director shall review all such programs periodically.
10. Consult with the executive dean for regional campuses on matters of common concern to the regional campuses.

6.2 Associate Dean

Although the Dean serves officially as the campus's chief academic officer, it is the Associate Dean who manages the daily supervision of most academic matters on the Dean's behalf. The Associate Dean is responsible for the following: constructing both class schedules and final exam schedules; supervising the Academic Advising team in collaboration with the Assistant Dean of Student Life & Success; contracting special contract faculty as needed; meeting with the Teaching & Learning Committee to recommend new academic programs; assigning offices and classroom space; conducting annual reviews of tenure-track faculty with the Dean; conducting annual reviews of the Associated Faculty; handling allegations of academic misconduct in accordance with University guidelines; handling student complaints about faculty; approving travel reimbursement requests as well as requests involving the use of noncompetitive funds; overseeing records disposition including timely destruction of the same; supervising the Director of the Conard Learning Center, the Head Librarian, and the Academic Program Coordinators; supporting and promoting faculty research; promoting student research opportunities and achievements; assisting the Assistant Dean on special initiatives related to admissions as well as student support and success; assisting with Advancement and community relations; serving as a link to the administration for the Professional Development Committee and, in collaboration with the Assistant Dean of Student Life & Success, for the Resource Stewardship, Student Support & Enrichment, and Teaching & Learning committees.

6.3 Assistant Dean of Student Life & Student Success

The Assistant Dean of Student Life & Student Success is responsible for the following duties: supervising and directing Student Life services and programming, including Career Development & Internships, Diversity & Inclusion, Student Engagement, Recreation & Athletics, Disability Services, Academic Success, and Enrollment & Financial Aid; supervising the Academic Advising team in collaboration with the Associate Dean, focusing primarily on non-academic matters including goal setting, workflow, collaboration with other student service areas, and performance assessment; supervising retention and related partnerships with faculty and staff to promote the academic success of students.

6.4 Organization of Services and Staff

The administrative responsibility for the program of the Mansfield campus is vested in the Dean, whose duties are defined by [Faculty Rule 3335-3-29.1](#). To assist with these duties, the Dean appoints an administrative staff and helps maintain a high level of morale among them. The Ohio State Mansfield campus administration includes several central service offices that support and promote the educational and research activities of the campus's students and faculty members. The various service offices are headed by Senior Staff members who oversee key aspects of the campus. These support offices include: Student Life & Success, Enrollment, Development and Community Relations, Plant Operations & Maintenance, Finance, and Human Resources. (See Appendix A, the current organization chart of the campus's senior leadership.)

6.5 Mansfield Staff Advisory Council

The mission of the Mansfield Staff Advisory Council (MSAC) is to serve the Dean as a staff advocacy body and provide staff input into campus decision making. Specifically, MSAC seeks to foster communication between staff and administrators; promote a positive and innovative work environment; recognize and reward staff excellence; enhance staff professional development opportunities; and generally represent the needs and interests of the staff as they relate to the mission of the Ohio State Mansfield campus.

MSAC is composed of seven staff representatives elected by the Mansfield campus staff as a whole; those seven representatives should include at least one Administrative and Professional (A&P) staff member and one Classified Civil Service (CCS) staff member as well as no more than one Senior Staff member (who could also serve as the A&P or CCS member).

Prospective members must file an application for membership with the MSAC chair. Applications are reviewed by MSAC and confirmed by the Mansfield campus staff. Appointments are staggered: three new members are elected one year and four the next on a rotating basis. MSAC appointments are for a two-year term, and no member can serve more than two consecutive two-year terms. The outgoing chair will call a transition meeting at the end of Spring Semester including all incoming and outgoing members. During this meeting, MSAC appoints a chair, co-chair, and a recorder with all attending members having voting privileges. Four MSAC members serve as the staff representatives on the Executive Committee (EC). The elected chair and co-chair (voting) are present at all meetings unless extenuating circumstances arise; two additional (non-voting) MSAC members attend EC meetings on a rotating basis.

6.6 Associated Faculty Advisory Council

The Associated Faculty Advisory Council (AFAC) is an advocacy body for full- and part-time associated faculty at the Mansfield campus. AFAC works with the Associate Dean to advise the Dean on concerns of the associated faculty, provides a means of communication between the Dean and associated faculty, and offers a representative voice on issues of importance to associated faculty. These issues include, but are not limited to, workload, professional development, promotion, compensation, hiring practices, and access to resources. All members of the associated faculty are members of AFAC. Meetings are held as needed and may be called by one or more AFAC members or the Associate Dean. Two associated faculty members serve on the Executive Committee; AFAC members volunteer to serve in this capacity, and they are appointed by the Associate Dean.

7. FACULTY

[Faculty Rule 3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty at The Ohio State University at Mansfield includes all tenure-track and clinical faculty with compensated FTEs of at least 75%. Those with less than a 75% appointment (whether associated faculty, emeritus faculty, clinical faculty, or tenure-track faculty) may be invited to participate in discussions on non-personnel matters but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter. Voting eligibility for associated faculty with at least a 75% appointment is determined by the tenure-track and clinical faculty who are eligible to vote.

The tenure-initiating unit (TIU) of tenure-track and clinical faculty on the regional campuses is the

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

7.1 Tenure-Track Faculty Appointments

Each Spring Semester, the Teaching & Learning Committee recommends to the Executive Committee the list of proposed tenure-track and clinical faculty searches for the following academic year in priority order. The Executive Committee reviews these recommendations and makes its recommendation to the Dean. The Dean makes the final determination of how many and in what disciplines the searches will be conducted. The Dean, in consultation with the relevant Mansfield campus faculty and the relevant TIU on the Columbus campus, will prepare the position description. The Dean will appoint the search committee that will include at least two tenure-track faculty members from the Mansfield campus and one tenure-track faculty member from the TIU on the Columbus campus. Candidates will be interviewed on both the Mansfield and Columbus campuses. A decision to make an offer is agreed upon by the Dean and the TIU head. Both the Dean and the TIU head sign the letter of offer.

7.2 Faculty Assembly

The Mansfield campus Faculty Assembly is the official forum and voice of the campus faculty. It is chaired by the Faculty President and is organized according to the [Constitution of the Faculty Assembly](#). The Faculty Assembly membership consists of tenure-track and clinical faculty members as well as other associated teaching faculty (as per the constitution) having their primary appointment at Mansfield, as defined in Faculty Rule [3335-5-19](#). The voting members of the Faculty Assembly elect their own officers and set their own constitution and by-laws. The Faculty President convenes the Faculty Assembly at least once each semester, gives notice of regular meetings as far in advance as possible (but at least a week), and ensures that minutes are taken and maintained. As tenure-track faculty members, the Dean and Associate Dean are non-voting members of Faculty Assembly, attend its meetings, and participate in its deliberations.

Faculty Assembly has defined in its constitution, and has delegated certain powers to, an Executive Council (a subgroup of the Executive Committee; see below). The Executive Council consists of the President, Vice President, Past President, Secretary, and two at-large Members, all of whom are elected to terms of service as described in the [Constitution of the Faculty Assembly](#). The President presides over the meeting and votes only in cases of a tie. The Deans attend Executive Council meetings only when invited by the Council members.

7.3 Executive Committee

The campus Executive Committee consists of the Executive Council, four staff members (see 6.5, above), two associated faculty members (see 6.6, above), the Assistant Dean of Student Life & Student Success, the Associate Dean, and the Dean. This committee will typically be the first source of consultation for the Dean, referring specific items to other committees or to the Faculty Assembly as appropriate. The Dean and the President of the Faculty Assembly will co-preside at Executive Committee meetings and will jointly set the agenda. The Executive Committee will meet at least three times each semester.

7.4 Standing Committees

Faculty members of all standing committees will be appointed near the end of Spring Semester by the newly elected Executive Council. To assist in the governance of the campus and to promote consultation, committees will be formed and their charges approved jointly by the Executive Committee and the Dean, subject to the review of the Faculty Assembly. For committees involving staff member participation, the Mansfield Staff Advisory Council and the staff member's supervisor will be consulted where appropriate. The present inventory of standing committees is as follows (details of the committee structures and charges are provided in the [Standing Committee Charges](#)):

Teaching & Learning
Faculty Professional Development

Student Support & Enrichment
Resource Stewardship

7.5 Ad Hoc Committees

The Dean may, in consultation with the Executive Council or Executive Committee as appropriate, appoint and charge special committees for specific purposes. Membership will be representative (e.g., including tenure-track faculty, clinical faculty, associated faculty, staff, students) when appropriate and possible.

7.6 Faculty Annual Reviews, Promotion and Tenure

The Mansfield campus has an [Appointments, Promotion and Tenure](#) document that outlines in detail the policies and procedures on the Mansfield campus regarding faculty annual reviews as well as promotion and tenure reviews.

8. FACULTY MEETINGS

In accordance with the [Constitution of the Faculty Assembly](#), the meetings of the Assembly adhere to the following practices:

8.1 Regular meetings of the Assembly will be held at least once each autumn and spring semester. Election of officers will be held near the end of Spring Semester.

8.2 Special meetings of the Assembly may be called by the President, the Executive Council, the Dean, or by written request of at least 10% of the regular members. Such requests shall be directed in writing to the President, and the requested meeting shall take place within a week after the date of the request.

8.3 The Executive Council shall prepare an agenda for all meetings of the Assembly. Members wishing to place items on the agenda shall submit them to the President no later than four business days before the meeting. The agenda shall be sent by the President to the faculty via email at least three business days before that meeting.

8.4 Voting on personnel matters will follow the procedures outlined in the campus's [Appointments, Promotion, and Tenure](#) document.

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

be conducted in an orderly manner with proper regard for democratic procedure.

8.6 A quorum shall consist of 60% of the voting members of the Faculty Assembly who are not on leave. All tenure-track and clinical faculty not on leave are expected to attend, and their attendance is recorded.

9. DISTRIBUTION of FACULTY DUTIES and RESPONSIBILITIES

The Office of Academic Affairs requires academic units to have guidelines on the distribution of faculty duties and responsibilities.

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.

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

Many faculty members voluntarily take on a variety of professional activities. These activities often benefit the campus or University and, to the extent possible, should be taken into account in considering a faculty member's total workload. Yet fairness to other faculty and the campus's need to meet its programmatic obligations may become issues for further deliberation when a faculty member seeks relief from campus obligations in order to devote considerable time to professional interests that may not contribute directly to campus goals. The Dean may decline to approve such requests when she or he judges that approval is not in the best interests of the campus.

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

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; and external consulting) must disclose and discuss these with the Dean in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA [Policy on Faculty Conflict of Commitment](#).

In adherence to [Faculty Rule 3335-5-08](#), the Ohio State Mansfield [Faculty and Staff Handbook](#) states that any absence from normal duties requires approval and documentation. All requests for an Absence from Duty or Leave of Absence must be made via the electronic eLeave system

(leave.osu.edu) and submitted to the immediate supervisor for approval. For faculty, the “immediate supervisor” is the Dean or Associate Dean. All faculty must provide reasonable advance notice when the need for the leave or absence is foreseeable—that is, if medical treatments or other events are planned or known in advance. If the leave of absence is not foreseeable, the employee must provide notice to his or her immediate supervisor as soon as practicable.

9.1 Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university’s mission via teaching, scholarship, and service. When a faculty member’s contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected. See the [Tenure-Track Faculty Workload Policy](#) for further information.

Teaching

All tenure-track faculty are expected to contribute to the campus’s teaching, including large enrollment and specialized courses. The standard teaching assignment for full-time tenure-track faculty members is eighteen credit hours per academic year. Faculty members are also expected to advise undergraduate students and supervise independent studies. Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the campus or in special circumstances to the university or professional organizations within the faculty member’s discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment.

The Dean is responsible for making teaching assignments on an annual basis, and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the campus.

Scholarship

All tenure-track faculty members are expected to engage in scholarship or creative activity as defined in their respective department and college’s [Appointments, Promotion, and Tenure Documents](#).

Service

All tenure-track faculty members are expected to engage in service and outreach to the campus, department, university, profession and community. Service expectations for tenure-track faculty are described in the [Faculty Service Annual Evaluation Guidelines](#).

9.2 Clinical Faculty

Clinical faculty members are expected to contribute to the university’s mission via teaching and service. Teaching and service expectations are similar to those for tenure-track faculty, except that the standard teaching assignment for full-time clinical faculty members is twenty-one credit hours

per academic year.

In accordance with Rules of the University Faculty ([Faculty Rule 3335-7-03](#)), clinical faculty can comprise no more than 20% of the combined tenure-track, clinical and research faculty membership. Clinical faculty may vote in all matters of campus governance except tenure-track and research appointment, promotion and tenure decisions. TIUs and campuses that appoint clinical faculty determine the level of participation within the governance and administrative structures in accordance with the Rules of the University Faculty ([Faculty Rule 3335-7-11](#)). Any clinical faculty member appointed by the campus may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in the University Faculty Rules ([Faculty Rule 3335-7-11\(C\)\(2\)](#)).

9.3 Associated Faculty

The Mansfield campus recognizes that lecturers are professionals committed to educating Ohio State students. Lecturers provide a valuable service to the campus and university and must be compensated and treated fairly. Compensated associated faculty members are expected to contribute to the university's mission via teaching. The standard teaching assignment for full-time lecturers is twenty-four credit hours per academic year.

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. The standard teaching assignment for full-time visiting faculty members is twenty-one credit hours per academic year.

9.4 Parental Modification of Duties

The Mansfield campus strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the campus is committed to adhering to the university's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the appropriate [college pattern of administration](#) for details.

The faculty member requesting the modification of duties for childbirth/adoption and the department chair 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.

10. COURSE OFFERINGS and TEACHING SCHEDULES

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

It is the Dean's responsibility to assure that the schedule of course offerings each semester, as suggested by the Associate Dean, makes the most effective use of the campus's instructional resources. In accordance with Faculty Rule [3335-8-16](#), an elective course below the 3000 level should have an enrollment of at least twelve, and an elective course at the 3000 level or above should have an enrollment of at least eight, in order for the course to be taught. Exceptions to this

rule may be made by the Associate Dean due to extenuating circumstances.

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

11. ALLOCATION of RESOURCES

Each tenure-track or clinical faculty member and, to the extent possible, full-time associated faculty members, will have a private office with a telephone and a computer. Similar accommodations will be made for staff and part-time teaching faculty as appropriate. Faculty offices and lab space are assigned by the Associate Dean. Requests for a change in office assignment should be presented in writing to the Associate Dean. The Mansfield campus attempts to support faculty professional development in a variety of ways. These ways are described in the Ohio State Mansfield [Faculty and Staff Handbook](#) in the section titled “Professional Development.”

12. LEAVES and ABSENCES

The university’s policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies, Guidelines, and Forms](#) and Office of Human Resources [Policies and Forms](#) websites. The Ohio State Mansfield [Faculty and Staff Handbook](#) specifies policies and procedures under “Leaves & special assignments” and “Absence from Duty.” The Mansfield campus faculty have a detailed procedure for the review and recommendation of FPLs, SAs, and course reductions from teaching. These procedures can be found in the [Faculty and Staff Handbook](#) in the section titled “Professional Development.”

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

13. SUPPLEMENTAL COMPENSATION and PAID EXTERNAL CONSULTING ACTIVITY

The university’s policies with respect to supplemental compensation and paid external consulting are set forth in the Office of Academic Affairs [Policies, Guidelines, and Forms](#). Specific guidelines for the Mansfield campus are found in the [Faculty and Staff Handbook](#) in the sections titled “Consulting,” “Staff Supplemental Compensation,” and “Faculty Supplemental Compensation.”

Should a Mansfield campus 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 her or him, 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 campus committee approves the use of the textbook or material for use in the course taught by the faculty member.

14. FINANCIAL CONFLICTS of INTEREST

The university's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs [Policies, Guidelines, and Forms](#) website. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting, or reporting research.

Faculty members with external funding (or otherwise required by University policy) are required to file conflict of interest screening forms (annually in some cases, less often in others, but more often if prospective new activities pose the possibility of financial conflicts of interest). Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action. The Ohio State Mansfield [Faculty and Staff Handbook](#) details procedures in the Section "Conflict of Interest."

All staff members of state-assisted universities are covered by Chapters 102 ([Ethics](#)) and 2921 ([Offenses Against Justice and Public Administration](#)) of the Ohio Revised Code. In accordance with the law, copies of Chapters 102 and 2921 will be provided to each new faculty or staff member of The Ohio State University. All new faculty and staff hires must complete all required forms when hired.

15. GRIEVANCE PROCEDURES

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

15.1 Salary Grievances

A faculty member who believes that his or her salary is inappropriately low should discuss the matter with the Dean. The faculty member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the Dean and wish to pursue the matter may be eligible to file a more formal salary appeal (see the [Faculty and Staff Handbook](#) in the section titled "Compensation and Benefits").

Administrative and Professional staff or Classified Civil Service staff (excluding those in the bargaining unit) must first appeal to their immediate supervisors for clarification and possible amendment. If the appeal to the immediate supervisor fails to resolve the issue, an appeal may be made in writing to the Dean. The written appeal should include any appropriate supporting documentation. As with any grievance, if the above process does not bring closure, the formal policy outlined in the [Office of Human Resources Policy 8.20](#) may be followed.

15.2 Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in [Faculty Rule 3335-5-04](#).

15.3 Sexual Misconduct

The university's policy and procedures related to sexual misconduct are set forth in the [Office of Human Resources Policy 1.15](#). Faculty and staff should consult with the Senior Human Resources Officer on the Mansfield campus if they have any questions regarding the policy.

15.4 Student Complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint, and faculty should provide a considered response. When students bring complaints about courses and instructors to the Associate Dean, she or he will first ascertain whether the students require confidentiality or not. If confidentiality is not required, the Associate Dean will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Associate Dean will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid.

Faculty complaints regarding students must always be handled strictly in accordance with University rules and policies. Faculty should seek the advice and assistance of the Associate Dean and/or the Assistant Dean, who have appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the [Committee on Academic Misconduct](#). The [Code of Student Conduct](#) is Faculty Rule 3335-23.

15.5 Communications Workers of America Grievances

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

15.6 Other Staff Grievances

All other staff with grievances should first discuss the issue with the immediate supervisor or unit supervisor. If this fails to bring resolution, the individual should discuss the issues with the Dean. If these informal steps do not bring resolution, the staff member may follow the formal procedures outlined in the [Office of Human Resources Policy 8.20](#) ("Employment Disputes Policy"). The staff member or supervisor may ask the Office of Human Resources to assist.

16. PROCEDURES for REVIEWING, REVISING, ADOPTING and AMENDING THE POA

In keeping with University Rules, within the first year of the Dean's appointment or reappointment, she or he shall review the Pattern of Administration and, in consultation with the faculty and staff, shall revise it as appropriate. The Dean will then forward the reaffirmed or revised Pattern of Administration to the Office of Academic Affairs. At other times, amendments may be proposed by the Dean or recommended to the Dean by various deliberative bodies described in this document. In order to be adopted as amendments to the Pattern of Administration, the recommendations must be consistent with the purpose of the document and with appropriate university rules and policies. The process for adoption is the same as above. In consultation with the faculty and staff as a whole, the Dean shall revise as appropriate and forward the reaffirmed or revised Pattern of

Administration to the Office of Academic Affairs for approval.

Endorsed by the Faculty Assembly on May 3, 2019

Appendix A



Mansfield Campus Organizational Chart

Provost & Ohio State Mansfield Advisory Board

Dean & Director Norman Jones

ASSOCIATE DEAN Dawn Kitchen	ASSISTANT DEAN OF STUDENT LIFE AND SUCCESS Donna Hight	DIRECTOR OF FINANCE AND BUDGET Carol Freytag	PHYSICAL FACILITIES Larry Stimpert	PUBLIC SAFETY OFFICER Jeff Hoffer	RESOURCE PLANNING ANALYST Brian White	DEVELOPMENT & COMMUNITY RELATIONS Cindy Wood	DEAN'S EXECUTIVE ASSISTANT Shelly Frank	TENURE-TRACK FACULTY	MARKETING MANAGER Cheri Russo
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