

**Pattern of Administration
for
The Ohio State University
At Marion**

Approved by the Marion Campus Faculty October 3, 2018

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PATTERN OF ADMINISTRATION FOR THE MARION CAMPUS
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I. INTRODUCTION

This document provides a brief description of The Ohio State University at Marion and a description of its policies and procedures. It supplements the [Rules of the University Faculty](#) and other policies and procedures of the University to which the campus and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the regional campus dean and director. Revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the Marion campus faculty and the Office of Academic Affairs.

II. CAMPUS MISSION, VISION, AND VALUES

A. MISSION

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

III. ACADEMIC RIGHTS AND RESPONSIBILITIES

The University's current statement regarding the academic rights, responsibilities, and processes for addressing concerns can be found on the Office of Academic Affairs website: <https://oaa.osu.edu/rightsandresponsibilities.html>.

IV. FACULTY

Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. The tenured, tenure track, or clinical faculty on the Marion campus are members of their respective Tenure Initiating Units (colleges, departments or schools) whose teaching and service normally occur on the Marion campus. The Marion campus also employs associated faculty of various titles (senior lecturers or lecturers) and occasionally graduate teaching associates as teachers.

For purposes of governance, the faculty of the Marion campus include tenured and tenure-track faculty with compensated FTEs of at least 50% on the Marion campus. Associated faculty, clinical faculty, emeritus faculty, and faculty joint appointees with FTEs below 50% on the Marion campus 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.

V. ORGANIZATION OF THE MARION CAMPUS

Appendix A is an organizational listing for the Marion campus.

VI. OVERVIEW OF CAMPUS ADMINISTRATION & DECISION-MAKING

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

VII. REGIONAL CAMPUS ADMINISTRATION

A. Dean and Director

The primary responsibilities of the dean and director of a regional campus are set forth in Faculty Rule 3335-3-29.1 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html>). This rule requires the dean and director to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content, including a description of campus policies and procedures.

In part, Faculty Rule 3335-3-29.1(A) states that “There shall be a dean and director of each regional campus who shall be a member of its faculty and the administrative head of the regional campus.” Faculty Rule 3335-3-29.1(B) states that “The major responsibility of each regional campus dean and director shall be that of providing active leadership in the promotion, direction, and support of educational activities and research opportunities, in the maintenance of a high level of morale among the faculty, and in the encouragement of the spirit of learning among the students. In addition the dean and director shall have administrative responsibility for the program of the regional campus subject to the approval of the executive vice president and provost or designee, the president, and the board of trustees.”

Key responsibilities of the dean and director according this Faculty Rule include:

- “To communicate to the regional campus community the educational programs, standards, and policies of the campus and the university.”
- “To establish the extent and variety of course offerings on the regional campus in consultation with the executive vice president and provost or designee, the appropriate college deans, department chairs or school directors, and the faculty of the regional campus.”
- “To consult with the appropriate college dean and department chair or school director and to jointly offer employment to prospective faculty members assigned to the campus.”
- “To assist the appropriate college deans, department chairs, and school directors in the annual review of all faculty assigned to the regional campus. This assistance shall include a written evaluation of the faculty member's teaching, research, and service activities on and

for the regional campus. The regional campus dean and director shall be consulted when a regional campus faculty member is being considered for promotion and tenure and may suggest such candidates to the appropriate chairs and directors.”

- “To prepare and administer the regional campus budget in consultation with the regional campus faculty budget committee; to consult with the appropriate chair or director regarding faculty salary recommendations; to be responsible for the management, maintenance, and security of the physical plant and capital equipment of the regional campus.”
- “To maintain liaison with community councils and agencies and to garner support of regional campus programs and activities.”
- “To develop, promote, and maintain educational, cultural, and service programs with approval of the appropriate university bodies and administrative officials. The dean and director shall review all such programs periodically.”
- To “consult with the executive dean for regional campuses on matters of common concern to the regional campuses.”

The dean and director also is expected to:

- Plan with the members of the faculty a progressive program for the campus that encourages research and educational investigations and promotes improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors and periodic course review by the faculty.
- Evaluate and improve instructional and administrative processes on an ongoing basis;
- Carry general administrative responsibility for the regional campus and shall conduct the business of the regional campus efficiently. This broad responsibility includes the acquisition and management of funds, the hiring and supervision of faculty and staff, and the provision of adequate supervision and training for those members of the faculty and staff who may profit by such assistance.
- Evaluate faculty and staff annually in accordance with both university and regional campus established criteria; inform faculty and staff when they receive their annual review of their right to review their primary personnel file maintained by the regional campus and to place in that file a response to any evaluation, comment, or other material contained in the file.

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

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

B. Associate Dean

The associate dean is a member of the tenure-track faculty. S/he is delegated a number of responsibilities primarily focused on faculty and the academic program, and acts or speaks for the dean and director should the dean and director be off campus.

The operational responsibilities of the associate dean include:

- Supervising, evaluating (in consultation with tenured/tenure-track faculty), and arranging for orientation of non-tenure track faculty
- Chairing the Review of Non-Tenure Track Faculty Committee
- Assisting the dean and director with evaluation and salary setting for tenured/tenure-track faculty
- Assisting faculty with academic and pedagogical needs and issues, including academic misconduct submissions
- Chairing the Academic Standards Committee
- Assisting with faculty searches and meeting with candidates during search process
- Developing and monitoring the budget for academic support; approval of purchase requests and absence forms for faculty
- Serving as liaison to the Marion campus Academic Affairs Committee and other committees or meetings; providing information as needed to faculty
- Assisting with curricular development in consultation with faculty and staff
- Assisting with facilities-related issues, particularly those related to academic space and faculty offices
- Assisting students in addressing academic issues they may experience regarding faculty or classes
- Advising and discussing issues of concern with the dean and director
- Supervising lead staff persons in academic support areas including the Academic Success Center, Education Programs, Instructional Media, Science Labs, and faculty support
- Serving as liaison to academic departments and schools on the Columbus campus
- Serving on the Academic Program Advisory Committee for the Office of Academic Affairs
- Serving as liaison to the Office of International Affairs and study abroad liaison for the Marion campus

C. Assistant Dean

The assistant dean is not required to be a member of the faculty. S/he is delegated a number of responsibilities primarily focused on student services and the academic program, and acts or speaks for the dean and director and associate dean should both the dean and director and the associate dean be off campus.

The operational responsibilities of the assistant dean include:

- Developing the course schedule for the Marion campus in consultation with a Scheduling Committee
- Identifying and hiring qualified associated faculty
- Overseeing off-campus courses and special degree programs

- Serving as the SIS liaison for the Marion campus
- Supervising the directors overseeing academic advising, career services, diversity and inclusion, financial aid, and student life
- Overseeing student services leadership team, consisting of the directors overseeing academic advising, admissions, career services, disabilities services, diversity and inclusion, financial aid, retention, and student life
- Assisting the dean and director with development and implementation of the campus strategic plan

D. Committees

Much of the development and implementation of the Marion campus' policies and programs is carried out by standing and *ad hoc* administrative committees. The dean and director is an *ex officio* member of all Marion campus administrative committees.

1. Dean and Director's Council

To provide a leadership group for information sharing, issue identification, and initial consultation, the Dean/Director will call regular meetings of a Dean and Director's Council (DDC). The purpose of DDC is:

- to initiate campus consultation and communication by providing a forum for information sharing and communication regarding activities occurring in all areas
- to provide an opportunity for initial discussion and brainstorming regarding issues facing the campus
- to serve in a steering committee role, directing topics to appropriate areas of campus for further discussion as appropriate
- to bring issues requiring further discussion/consultation to the constituency represented by each person on the council

Regular members of DDC consist of the Dean and Director, who chairs the council, departmental leads who report to the Dean and Director, and faculty in key governance roles. Referring to their working titles, the membership of DDC currently consists of:

- Associate Dean
- Assistant Dean
- Chair of the Faculty Assembly (or designee)
- Chair of the Academic Affairs Committee (or designee)
- Chair of the Facilities and Safety Committee (or designee)
- Director of Admissions
- Director of Alber Enterprise Center
- Director of Development and Community Relations
- Director of Retention and Educational Outreach
- Director of Student Affairs
- Lead IT Systems Specialist
- Library Director

- Senior Fiscal Officer
- Superintendent of Facilities and Security

Membership of DDC may change as campus needs evolve. Additional staff and faculty may be included as needed to share information or present issues. If possible, critical issues requiring consultation/discussion by DDC should be established as agenda items prior to each meeting; otherwise, information will be shared in a “round robin” fashion. DDC normally will meet monthly, at minimum. Minutes of each meeting will be made available to all faculty and staff via the Marion Campus IntraWeb.

The information sharing, issue identification, steering, and consultative activities occurring during DDC meetings are not intended to replace, preclude, or eliminate additional consultative activities with the campus community, including faculty, staff, the Marion Staff Advisory Council, and the Marion Campus Trustees. It is the responsibility of each member of DDC, including the Dean/Director, to take issues needing further consultation and discussion to her/his constituency. If campus policy needs to be developed, it will be done in a consultative manner including all campus constituencies.

2. BUDGET ADVISORY COMMITTEE

The Budget Advisory Committee (BAC) assists in the process of budget development and distribution, encourages accountability and responsibility at each level, and enhances transparency regarding campus budgeting. Prior to budget development, calls are issued for program, area, faculty, or individual budget needs. The members of DDC and those faculty who have budgets to manage are asked to identify needs and to assess priorities with input from their staff or faculty colleagues as appropriate. After the initial annual call to identify needs, adjustments to bring the budget into line with the expected revenue must be made. The BAC assists in this process by:

- advising the dean and director and DDC on priorities as annual budget is being developed
- advising the dean and director and DDC on major budget issues
- assessing the long-term strategic issues that impact the financial health of the campus
- facilitating communication with the campus community regarding budget issues

Members of the BAC are appointed by the dean and director and include the campus business officer (who chairs the committee), the dean/director, chair of the faculty assembly, chair of the faculty Academic Affairs Committee, the associate dean, the assistant dean, and the director of facilities and security. The BAC may schedule meetings and/or open forums during the budget-planning period to provide feedback to faculty and staff regarding the status of the budget process and current budget issues.

3. SCHEDULING COMMITTEE

The Scheduling Committee is an advisory committee to the assistant dean. The committee provides guidance to the assistant dean in the matters of curriculum, enrollment, faculty concerns, and student concerns as they pertain to the development of the course schedules for the Marion

Campus. The committee is comprised of the assistant dean as chair, the academic advisors, and faculty representatives (selected by the assistant dean for variable terms).

4. JOINT FACILITIES COMMITTEE

The purpose of the Joint Facilities Committee (JFC) is to ensure broad consultation and discussion of campus facilities and space issues that affect staff, faculty and students. The JFC complements the faculty Facilities and Safety Committee by including staff representation. Membership of the JFC includes the members of the faculty Facilities and Safety Committee, the associate dean, assistant director of student life and diversity, assistant director of enrollment management, director of community relations and development, fiscal officer, and superintendent of facility maintenance and security. The dean and director serves as chair. The committee meets on an as-needed basis.

For specific projects such as major building renovation or new construction, the dean and director may assemble an *ad hoc* planning committee. This *ad hoc* committee will include the superintendent of facility maintenance and security, representation from the Facilities and Safety and the Academic Affairs committees, and additional faculty and/or staff, with the exact mix of faculty and staff representation varying depending upon the specific major building renovation or new construction project.

5. MARION STAFF ADVISORY COMMITTEE

The mission of MSAC is “to serve as an advisory body to The Ohio State University at Marion Dean and Director by maintaining an active and participatory line of communication with the staff community; to provide a forum through which university staff can raise, discuss, and make recommendations; and to support the University’s mission. MSAC is comprised of nine (9) Classified Civil Service and Administrative & Professional staff members.”

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

To accomplish this mission, MSAC shall:

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

6. *ad hoc* COMMITTEES

Many functions or needs of the campus occur on an irregular basis and are best carried out by an *ad hoc* committee. Examples include faculty or staff searches and particular or specific projects or needs for which campus-wide input is sought, such as an *ad hoc* committee to lead strategic planning efforts. The dean and director typically appoints members to *ad hoc* committees.

VIII. FACULTY MEETINGS

The Faculty Assembly of Ohio State Marion is the official forum and voice of its faculty and serves as its primary faculty governance structure. Its membership is all faculty, within the parameters mentioned above. The Assembly elects its own officers and committees, and establishes its own Faculty Assembly Pattern of Administration. The chair of the Assembly shall convene the body at least once each semester, and at the start of each semester shall give notice of the meeting or meetings for that semester. The secretary of the Assembly shall maintain minutes of each meeting and publish them on the Ohio State Marion IntraWeb. The dean and director, associate dean, and assistant dean shall attend meetings of the Faculty Assembly, participate in discussions, provide information on the state of the campus, and respond to faculty members' questions.

The Faculty Assembly aids the dean and director by making recommendations and giving advice. 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 and director will necessarily make the final decision. The elected Chair of the Faculty Assembly calls meetings of the Faculty Assembly, which occur at least once per semester. The Faculty Assembly Pattern of Administration (Appendix C) outlines the structure, purpose, and responsibilities of its officers and committees. The Faculty Assembly meetings also are open to staff.

IX. FACULTY DUTIES AND RESPONSIBILITIES

The Office of Academic Affairs requires regional campuses to have guidelines regarding the distribution of faculty duties and responsibilities (see OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.3, <https://oaa.osu.edu/policies-and-procedures-handbook>)

All tenured and tenure-track faculty members at The Ohio State University are expected to be actively engaged in teaching, research/scholarship, and service. Associated faculty contribute to the campus mission through teaching.

The regional campus mission, compared to that of the Columbus campus, shifts a greater degree of emphasis to teaching, and regional campus service often includes a greater degree of community outreach and engagement. Also expected of regional campus faculty is research and scholarship at the same level of quality as departmental/school colleagues, although perhaps not at the same level of quantity given the regional campus mission. As Ohio State moves toward its goal of becoming the nation's premier comprehensive land grant institution, its expectations for faculty engagement in research/scholarship have been increasing. This, coupled with historical variations in teaching loads among Marion campus faculty and among faculty at the other Ohio State regional campuses, has made critical the development of a comprehensive document outlining workload, performance

expectations, and assessment guidelines for Marion campus faculty.

The Marion Campus Faculty Teaching Load Guidelines document (approved by the Marion Campus Faculty Assembly on January 17, 2018) provides workload, performance expectation, and assessment guidelines for faculty at The Ohio State University at Marion. The goal is to establish workload policies that include equitable and flexible workload distributions and provide release time to encourage faculty to remain active in research. These guidelines may not be appropriate for some situations and the dean and director always has the option of deviating from the guidelines in specific situations. However, the dean and director will inform the Faculty Assembly if significant deviations are made from these guidelines. In all cases, implementation of these guidelines must be congruent with the campus budget.

An individual's teaching load refers to the total number of courses or credit hours assigned over a given academic year, excluding overload courses and courses taught during an off-duty semester. Assignment of an individual's teaching load will take into account number of courses, the number of credit hours, and the number of hours assigned to the laboratory section of a course. In most cases and for most courses, the number of contact hours equals the number of credit hours. The standard workload for regional campus faculty consists of approximately 18 credit hours of teaching per academic year in addition to research/scholarship and service.

A full-time faculty member's primary professional commitment is to Ohio State University. 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 and director 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](#).

X. OVERLOAD AND ADDITIONAL COMPENSATION TEACHING

Overload courses are courses taught for extra pay, during an on-duty semester, which are in addition to the faculty member's usual teaching load. Courses taught during an off-duty semester (usually the summer semester) are not overload courses. FTE percentage limitations and/or salary limitations apply to overload courses and courses taught during an off-duty semester for additional compensation. Untenured faculty will not be assigned to teach overload courses, and they will be strongly discouraged from teaching during off-duty semesters.

XI. COURSE OFFERINGS, CANCELLATIONS, AND TEACHING SCHEDULES

The assistant dean, in consultation with the Scheduling Committee, is responsible for developing the schedule of course offerings. While every effort will be made to accommodate the individual preferences of faculty, the first obligation of the Marion campus is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17

<https://trustees.osu.edu/rules/university-rules/chapter-3335-8-instruction.html> will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester.

The course cancellation policy currently in effect is as follows:

- "Stand-alone" courses with fewer than 12 students enrolled one week prior to the start of the semester will be cancelled.
- The first course in a multi-course sequence will be cancelled if fewer than 15 students are enrolled one week prior to the start of the semester. (The higher threshold for sequence courses is intended to take into account the normal attrition occurring through a sequence. We have had situations where, for example, eight students enroll in the first course in a multi-course sequence, five students enroll for the second course, and only three students enroll for the third.)

Exceptions to the 12 or 15 student minimum include:

- "Stand alone" courses or multi-course sequences required for majors that students can complete on the Marion campus normally will not be cancelled.
- Second, third, or subsequent courses in a multi-course sequence in which the first course had at least 15 students normally will not be cancelled.
- Evening courses, including multi-course sequences, will have 10 as the minimum enrollment number.
- Summer Semester courses, including multi-course sequences, will have 10 as the minimum enrollment number.
- Courses in programs the campus is developing normally will not be cancelled.
- Courses offered exclusively for Honors students normally will not be cancelled.
- The minimum enrollment number for Physical Education courses will be 10.
- Teaching responsibilities for tenured/tenure-track faculty and, secondly, for term faculty may be factors to be considered during course cancellation decisions.

XII. ALLOCATION OF MARION CAMPUS RESOURCES

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

The dean and director will discuss the campus budget at least annually with the faculty, staff, and Marion campus Board of Trustees and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the dean and director. In addition, the Budget Advisory Committee (described above) provides input during the budget development process.

XIII. LEAVES AND ABSENCES

The University's policies with respect to leaves and absences are set forth in the Office of

Academic Affairs Policies and Procedures Handbook <https://oaa.osu.edu/policies-and-procedures-handbook> and Office of Human Resources Policies and Forms website <https://hr.osu.edu/policies-forms>. The information provided below supplements these policies.

A. Discretionary Absence

Faculty and staff are expected to complete the eLeave form well in advance of a planned absence (for attendance at a professional meeting or for vacation [for staff only]), to provide time for its consideration and approval and time to assure that instructional, administrative, staff, and other commitments are covered. Discretionary absence from duty is not a right and the dean and director retains the authority to disapprove a proposed absence when it will interfere with instructional or administrative commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence of ten or more days (see Faculty Rule [3335-5-08](#)).

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty or staff members are expected to complete the eLeave form as early as possible. When such absences are unexpected, the faculty or staff member, or someone speaking for the faculty or staff member, should let the dean and director, the associate dean, or the direct supervisor know promptly so that instructional, administrative, and other commitments can be managed. Faculty and staff 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 cOHR Policy 6.27, <https://hr.osu.edu/public/documents/policy/policy627.pdf>.

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 (<https://hr.osu.edu/public/documents/policy/policy645.pdf>).

XIV. 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 OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#). The information provided below supplements these policies.

The Marion campus adheres to these policies in every respect. In particular, the campus 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 supplemental compensation must be approved by the dean and director regardless of the source of compensation. External consulting must also be approved. Approval

will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the campus. In addition, it is University policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

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

XV. FINANCIAL CONFLICTS OF INTEREST

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

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

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

XVI. GRIEVANCE PROCEDURES

Members of the campus with grievances should discuss them with the dean and director who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances.

A. Salary Grievances

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the dean and director. 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 director and wish to pursue the matter shall follow the procedures outlined in Appendix C. They may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, <https://oaa.osu.edu/policies-and-procedures-handbook>).

Staff members who are not satisfied with the outcome of the discussion with the dean and director and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of

Human Resources.

B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>.

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>.

D. Sexual Misconduct

The University's policy and procedures related to sexual misconduct are set forth in OHR Policy 1.15 <https://hr.osu.edu/public/documents/policy/policy115.pdf>.

E. Student complaints

Normally, student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the dean and director or the associate dean, the dean and director or the associate dean will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the dean and director or 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 dean and director or 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 or not.

Faculty complaints regarding students must always be handled strictly in accordance with University rules and policies. Faculty should seek the advice and assistance of the dean and director or the associate dean and others with 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 <https://oaa.osu.edu/academic-integrity-and-misconduct>.

F. Code of Student Conduct

The Code of Student Conduct is Faculty Rule 3335-23 <https://trustees.osu.edu/rules/code-of-student-conduct/>.

Appendix B

POLICIES ON FLEXIBLE WORKLOAD DISTRIBUTION AND RELEASE TIME

A. Policy on Flexible Workload Distribution for Untenured Assistant Professors Prior to 4th Year Review

During the first four years of their probationary period, prior to or including the year during which the 4th year review occurs, Assistant Professors will be relieved of a total of approximately 15 credit hours (or adjusted contact hours) of teaching to focus on their scholarship. As the credit hours for all courses do not evenly divide into 15, in those cases 15 credit hours will be averaged across two or three years, meaning that a faculty member's teaching load might be 14 credit hours in one academic year and 16 credit hours in the next. Campus policy also establishes a 0.5 credit hour increase for lab sessions, so that a 4-credit hour course with a lab will count as 4.5 contact/credit hours (1.5 course units) and a 5-credit hour course will count for 5.5 contact/credit hours (1.8 course units). These adjustments also will be averaged across two to three years. Assistant Professors teaching lab- or studio-based courses with adjusted course contact hours are strongly encouraged to consult with the Associate Dean to ensure they understand the conversion. Assistant Professors may bundle their course load reductions to permit a full semester to be relieved of teaching responsibilities.

Assistant Professors who have successfully passed their 4th year review and exhausted all of their probationary period course releases (approximately 15 credit hours) will be permitted to follow the flexible workload distribution policy (FWD) described below. Through this, they may apply for up to 6 more credit hours of teaching release, taken either all during Year 5 or as 3 credit hours in Year 5 and 3 credit hours in Year 6. The timing of TIU and College recommendations regarding the 4th year review may require provisional approval of additional releases for assistant professors depending upon the final outcome of the review.

Assistant Professors who take time off the tenure clock during their probationary period prior to 4th year review will similarly be relieved of approximately 15 credit hours (or adjusted contact hours) of teaching during their first four years of appointment to focus on their scholarship during their probationary period. Once they successfully pass their 4th year review and have exhausted all their probationary course releases, they will be permitted to follow the flexible workload policy described below. Through this, they may apply for up to 6 more credit hours of teaching release, taken either all during Year 5 or distributed by 3 credit hours in Year 5 and 3 credit hours in Year 6. Assistant Professors teaching lab- or studio-based courses with adjusted course contact hours are different than the standard course credit hours are strongly encouraged to consult with the Associate Dean to ensure they understand the conversion.

B. Policy on Flexible Workload Distribution for Tenured and Tenure Track Faculty Members Post 4th Year Review

To recognize enhanced efforts of tenured faculty and tenure track Assistant Professors post 4th year review in particular areas—teaching, research/scholarship, or service—each tenured/tenure-track faculty member at Ohio State Marion has a “flexible workload distribution” (FWD). Flexible

workload distribution means that tenured/tenure-track faculty can tailor their percentages of teaching, scholarship, and service in accordance with their needs and the needs of the Marion campus, within reason. This flexibility will mutually benefit faculty members and the university in maintaining high quality scholarship and service. The dean and director and associate dean and faculty will work together to ensure that their FWD does not substantially compromise the breadth of courses offered to students or substantially increase costs of bringing in faculty to cover required courses.

The standard workload for regional campus faculty consists of approximately 18 credit hours of teaching per academic year in addition to research/scholarship and service. As the credit hours for all courses do not evenly divide into 18, 18 credit hours will be averaged across two or three years, meaning that a faculty member's teaching load might be 16 credit hours in one academic year and 20 credit hours in the next. Campus policy also establishes a 0.5 credit hour increase for lab sessions, so that a 4-credit hour course with a lab would count as 4.5 contact/credit hours (1.5 course units) and a 5-credit hour course would account for 5.5 contact/credit hours (1.8 course units). These adjustments also will be averaged across two to three years.

In percentage terms, the standard workload consists of approximately 60-70% teaching, 20-30% research/scholarship, and 10% service. In the flexible workload distribution environment, common ranges of these responsibilities will be 40-70%, teaching, 5-40% research/scholarship, and 5-30% service. Tenured and tenure-track faculty members' responsibilities must include at least 40% teaching (i.e., approximately 12 credit/contact hours), and 5% service (approximately 75 hours) per academic year on average. The 40% teaching does not apply if a faculty member is on SA or FPL. Increasing the teaching percentage beyond 60% (18 credit hours) **is not an option** for Assistant Professors who have successfully passed their 4th year review.

Each 10% workload increment is approximately 150 hours of work. Thus, a 3-credit (or adjusted contact hour) course would be approximately 150 hours of work, 100 hours of work for a 2-credit or adjusted contact hour course, 200 hours of work for a 4-credit or adjusted contact hour course, 250 hours of work for a 5-credit or adjusted contact hour course, etc. This formula should be used to "trade" courses for service hours and scholarship contributions. An outline of the approximate percentage equivalent for various course credit hours (or adjusted contact hours) is provided at the end of this document. **It is important to note that these percentages are approximations and an individual faculty member's contributions may exceed the percentages.**

Procedure

The current standard teaching load is 18 credit hours (or adjusted contact hours), which roughly equates to 60%. This is the standard teaching load "cap." The cap can only be increased for one of two reasons:

1. The tenured faculty member desires to teach more to forego research/scholarship obligations or service obligations. The tenured faculty member makes a request to the dean and director and associate dean and program area chair, who approve this increase.
2. The dean and director and associate dean note that a tenured faculty member is substantially deficient (according to the 150 hour per 10% guideline) in research/scholarship or service. They approach the tenured faculty member to determine whether the faculty member would

like to teach more rather than failing to meet standard expectations for research/scholarship or service, or desires to formulate a plan to increase their research/scholarship or service.

Tenured faculty members or Assistant Professors post 4th year review who want a teaching load **lower** than the cap of 60% or approximately 18 credit hours should submit a proposal for such to the dean and director and associate dean by **November 1** of the current academic year. The proposal should identify:

1. The current percentage distribution of teaching, research/scholarship, and service responsibilities
2. The proposed percentage distribution of teaching, research/scholarship, and service responsibilities
3. The supporting rationale for the proposed FWD (in no more than a single page)

During November, the dean and director and associate dean evaluate whether the faculty member's proposed FWD is reasonable given the faculty member's previous contributions (if they are expected to continue) or anticipated contributions (if they are expected to commence the next year), and approve, adjust, or modify the percentage distribution, in consultation with the faculty member. This percentage distribution will continue (no need to reapply year after year) unless: (a) the faculty member requests a change in percentage distribution, (b) the projects warranting teaching releases are temporary and not replaced, or (c) the dean and director and associate dean notice that the percentage distribution agreed upon is not being fulfilled (e.g., during the annual evaluation).

By December 1, the dean and director and associate dean will discuss the proposed FWDs for all faculty members with the Workload Committee to ensure transparency, providing a spreadsheet that illustrates that faculty members are not spending more than 50% on teaching, on average. Once agreed upon with the Workload Committee, the dean and director and associate dean share this spreadsheet with all faculty members. Faculty members who are not in agreement with the ~~Deans'~~ decision of the dean and director and associate dean can submit an appeal for review to the Workload Committee.

Calculation of Scholarship Percentage:

Faculty members approximate their own scholarship contributions, keeping in mind the following:

1. Each 10% of scholarship requested should equal approximately 150 hours spent on scholarship.
2. The requested percentage should be an honest and reasonable estimation.
3. The requested percentage should be commensurate with scholarship production, over time, on the CV.

Within reason, scholarship can be bundled from year to year. For example, a faculty member may desire to conduct 50% scholarship one year (e.g., to meet a book manuscript submission deadline) followed by a year of a lower scholarship (20%), for an average of 35%. The total workload percentage (teaching, research/scholarship, and service) across the bundled years needs to average 100%.

For research/scholarship, a key measure of meeting or exceeding expectations will be the Tenure

Initiating Unit's (TIU) annual rating of a faculty member's research/scholarship. The rating system is:

- 0 = considerably below expectations for regional campus faculty members
- 1 = somewhat below expectations for regional campus faculty members
- 2 = meets expectations for regional campus faculty members
- 3 = somewhat above expectations for regional campus faculty members
- 4 = considerably above expectations for regional campus faculty members

A tenured/tenure-track faculty member who receives a rating of "2" will be considered to have met expectations for the 30% research/scholarship standard. The dean and director and associate dean reserve the right to adjust the TIU rating to account for potential differences among the TIUs in the application of the 0 to 4 point rating scale.

Calculation of Service Percentage:

Service is defined as any contribution to the Marion campus, department, university, other regional campus, profession, or community that cannot be counted as teaching or scholarship. Service Tracker, or a similar spreadsheet platform (e.g., Excel), should be used to track service activity. Each 10% of service is equal to 150 hours of service; 5% is equal to 75 hours; 1% is equal to 15 hours, etc. Faculty should use this formula when calculating their service percentages. For example, a faculty member who wishes to conduct 13% service should multiply 13 x 15 (13 percent x 15 hours) to arrive at 195 hours. Outside of special projects, there is a 30% "cap" on service, for a maximum of 450 hours of service annually. These hours are approximations that require honest reporting. The service percentage should be thought of as a contract that should approximate the amount of service reported each year at the annual evaluation. Within reason, service hours in excess of the percentage requested can be "bundled" and used for a following year, with a minimum of 50 hours needed (which amounts to a 1-credit hour course) to carry over.

Calculation of Teaching Percentage (must be at least 40%):

1. Take the total number of annual course credit hours (or adjusted contact hours)
2. Multiply this number by 50 (roughly 50 hours per credit/contact hour)
3. Divide this last number by 1500 (1500 hours workload per year)
4. Multiply this last number by 100. This is the faculty member's teaching percentage (see below)

Number of annual course credit hours (or adjusted contact hours)	Percentage	
12	40%	
13	43%	
14	47%	
15	50%	
16	53%	
17	57%	
18	60%	CAP
19	63%	
20	67%	
21	70%	
22	73%	
24	80%	
25	83%	
26	87%	
27	90%	

Within reason, teaching can be bundled. For example, a faculty member may desire to teach 60% one year and 40% the following year, for an average of 50%. The total workload percentage across the bundled years needs to average 100%.

C. Policy on Release time for Tenure Track and Tenured Faculty Members

We, the faculty and dean and director and associate dean at Ohio State Marion, agree with AAUP’s (2006) principles on the importance of release time:

“Leaves of absence are among the most important means by which the teaching effectiveness of faculty members may be enhanced, their scholarly usefulness enlarged, and an institution's academic program strengthened and developed. A sound program of leaves is therefore of vital importance to a college or university, and it is the obligation of faculty members to make sure of the available means, including leaves, to promote their professional competence. The major purpose is to provide opportunity for continued professional growth and new, or renewed, intellectual achievement through study, research, writing, and travel.”

Hence, the scholarly profile of Ohio State Marion at large will benefit from housing nationally and internationally-known scholars in their respective fields. Ohio State Marion further benefits from faculty consistently serving the university (Marion and Columbus campuses, departments), discipline, and community above and beyond expectations.

At The Ohio State University at Marion, the primary types of leaves of absences in support of enhanced research activity are Faculty Professional Leaves (**FPLs**¹ see:

¹ Per university rule, FPLs can only be awarded once every 7 years to those with at least 7 years of service as a tenured/tenure-track faculty member at OSU; campus service is NOT expected during FPL. A 2-semester FPL is possible, although faculty will be at 67% salary and both semester leaves must be within the academic year (i.e., Autumn–Spring). SA is 1 semester maximum (with 100% salary); campus service IS expected during SA. Although

<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>) and Special Assignments (SAs see <http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>).

Number of Releases Available Annually

The standard “coinage” for releases will be a 3 credit hour course. Adjustments to this standard will be made for faculty who teach four or five credit hours with or without labs to take into account the additional contact hours required for lab courses. Campus policy establishes a 0.5 credit hour increase for lab sessions, so that a 4-credit hour course with a lab would count as 4.5 contact/credit hours (1.5 course units) and a 5-credit hour course would account for 5.5 contact/credit hours (1.8 course units).

Unless special economic circumstances intervene, the pool of 3 credit hour course releases available each academic year will be equivalent to the number of tenure track faculty on the Marion campus. Additional credit hours above the standard that are generated by faculty on the teaching emphasis load will be added to the pool. For example, if three faculty are on the teaching emphasis load and their work yields three additional 3 credit hours of teaching above the standard, three more units of 3 credit hours of release time will be added to the pool.

All teaching load releases for untenured faculty, for SAs, for FPLs, and for the Flexible Workload Distribution (FWD) system will come from this pool of 3 credit hour. As a result, the teaching load for all tenured/tenure-track faculty, nominally at approximately 18 credit hours, will average to approximately 15 credit hours annually.

The priority order for assigning course releases to faculty from the pool will be:

1. The five courses provided for assistant professors during the first four years of their probationary period
2. SAs and FPLs for research/scholarship active faculty and/or those wishing to accelerate their research/scholarship
3. Additional releases for assistant professors who have successfully passed their 4th year review
4. Releases associated with the Flexible Workload Distribution policy (FWD)

In addition, the dean and director and associate dean will provide three more 3 credit hour course releases annually to be used, in priority order, for faculty on the teaching emphasis load who wish to restart their research/scholarly activities, for an all-year FPL, or for an SA.

Procedure for Associate Professors and Professors Requesting FPLs and SAs

Faculty members submit proposals for a FPL and/or SA to the Workload Committee by **November 1** for review.

FPL and/or SA Applications should include:

1. A statement containing the title of the project and whether the application is for an FPL

SAs can be awarded more frequently than FPLs per university rule, applications will be more competitive if an SA has not been awarded in the previous 4 years. One FPL and one SA can be combined in contiguous on-duty semesters, including ones that bridge academic years (Spring–Autumn) with 100% salary.

or SA (or both in back-to-back semesters) and when the last (if any) SA or FPL was received.

2. A description of the project, and an explanation of the expected benefits. Provide evidence that the project will make a significant contribution to the field (profession, department, Marion campus, and/or community) and that you will be able to make substantial progress on the project during the requested leave period.
3. Evidence that the faculty member is meeting expectations in terms of their specified workload (percentages of teaching, scholarship, and service equaling 100%).
4. A statement for how the SA and/or FPL will not substantially impact the campus, students, and course offerings in an adverse way. If there would be an impact, indicate how it will be resolved.
5. Following review and recommendation by the Workload Committee, the application is forwarded to the Dean and director for decision. An SA can be approved by the Dean and Director; an FPL must be submitted by the Dean and Director to the Office of Academic Affairs for review and recommendation, followed by final approval by the Board of Trustees.

Appendix C

THE OHIO STATE UNIVERSITY MARION CAMPUS FACULTY ASSEMBLY PATTERN OF ADMINISTRATION

Latest Revision 10/21/2015

The Ohio State University Marion Campus is one of several regional campuses of the University. Its academic program is coordinated with the OSU departments and colleges represented on the regional campus. Its administration is conducted through the office of the Dean and Director. The Faculty Assembly aids the Dean and Director by giving advice and making recommendations.

A. The Faculty Assembly

The chair of the Faculty Assembly calls all campus Faculty Assembly meetings. Those meetings operate according to the principles of parliamentary procedure as stated in Robert's Rules of Order in all instances where this document does not specify a procedure.

A.1. Membership

Membership in the Faculty Assembly shall consist of those persons defined as faculty in University Faculty Rule 3335-5-19. Any Marion Campus tenure-track faculty member may participate and vote in faculty assembly meetings.

A.2. Meetings

A.2.a.

The Faculty Assembly shall meet at least once a semester during the academic year. At least one week's notice shall be given of each meeting.

A.2.b.

There shall be a general meeting of the faculty after all interviews of candidates for a tenure track or a term appointment have been concluded and before the Dean makes an offer to a candidate for the purpose of considering the interviewed candidates. This meeting shall be convened by the chair of the search committee in consultation with the chair of the Faculty Assembly, with as much prior notice as possible. At this meeting a faculty vote shall be taken to recommend to the Dean a single candidate, to provide a rank order of the candidates, or to indicate that none are satisfactory.

A.3. Quorum

Those members present shall constitute a quorum.

A.4. Order of Business

The order of business shall be

scheduled old business.

scheduled new business.

reports from administrators and/or committees.

other new business, items of concern, or queries.

A.5. Minutes

Minutes shall be kept for all meetings of the faculty assembly, with the exception of meetings arranged for the purpose of considering candidates (as per A.2.b).

The minutes shall be distributed to all faculty prior to the next regular meeting. After approval by the assembly they shall be made available to the faculty and staff of the Marion Campus (either in paper or electronic format).

A.6. Substantive Motions

Motions relating to policy and substantive issues shall be presented in writing to the chair and to the faculty at least six calendar days before they are considered by the assembly.

A.7. Amendments to this Document

Amendments shall be presented in writing to the chair and to the faculty at least one week before they are considered by the assembly. Such amendments require a majority vote.

A.8. Reports Presented by Officers and Committees to the Faculty Assembly

Items for discussion shall be limited to motions submitted by committees and to other matters on which officers or committees require faculty opinion.

A.9. Elections

A.9.a.

The Elections Committee, in consultation with the faculty, shall prepare a list of candidates (who have agreed to serve if elected) for the following positions:

Ombudsperson

University Senator

Alternate University Senator

Representative for Faculty Senate of the Colleges of the Arts & Sciences and Alternate Representative for Faculty Senate of Colleges of Arts & Sciences

The committee shall also prepare a list of nominees (who have agreed to serve if elected) for positions on each standing committee.

A.9.b.

The Elections Committee shall conduct the elections for all offices and all committee positions. The Elections Committee shall distribute a written slate of candidates to the faculty at least one week before an election. If the number of faculty nominated for a particular committee exceeds the maximum allowed membership, the committee members shall be chosen by ballot; in case of a tie vote, the committee member(s) shall be determined by a run-off election between (among) the tied candidates. The ballot for chair of each committee shall be limited to the faculty members of the committee; in case of a tie vote, the chair shall be determined by a run-off election between (among) the tied candidates. If there is only one nominee for chair, such a candidate will be included in the slate of uncontested elections.

A.9.c.

All terms commence at the beginning of the Summer Semester, unless otherwise specified.

A.9.d.

In case of a committee vacancy, the Chair of the Elections Committee should review the previous Spring's election results and appoint the faculty member who received the next highest number of votes. If there were no other candidates, then a special election shall be held. This election may be held electronically.

A.10. Voting by Proxy

A faculty member not in attendance may vote by proxy by giving in advance of the meeting to the Chair of the Faculty Assembly or Chair of the Elections Committee written instructions as to how to vote the proxy and authorization to do so.

B. Campus Faculty Assembly Officers

B.1. Chair

B.1.a.

The chair shall be elected by the Faculty Assembly for a one-year term.

B.1.b.

The duties and responsibilities of the chair are:

1. To exercise a leadership role in faculty business.
2. To act as a representative of the faculty in communication with the Dean and Director, the Provost and other University officers.
3. To schedule meetings of the Faculty Assembly and call special meetings at the request of any faculty member with as much prior notice as possible.
4. To distribute an agenda in advance of Faculty Assembly meetings.
5. To conduct meetings of the Faculty Assembly. If the chair is absent, he or she shall appoint a faculty member to chair the meeting.
6. To appoint *ad hoc* committees of the faculty assembly.
7. To forward in writing to the Dean/Director, or to any other individual or group, with a brief cover letter, any request for action or any resolution that affects the Dean/Director, or any other individual or group.

B.1.c.

The chair is a member of:

1. The Regional Faculty Committee and shall appoint a substitute when unable to attend Regional Faculty Committee meetings.
2. The Ohio State University Marion Board of Trustees (*ex officio*) and shall appoint a substitute when unable to attend Marion Campus Citizens Council meetings.
3. The Dean/Director's Advisory Council.

4. The chair shall serve on other committees that may be deemed appropriate in order to represent the interests of the faculty.

B.2. Secretary

B.2.a.

The Faculty Services Office Associate shall be responsible for performing and maintaining the duties of faculty secretary.

B.2.b.

The duties and responsibilities of the secretary are:

1. To record minutes of Faculty Assembly meetings.
2. To distribute to the faculty copies of the preceding meeting's minutes before each meeting.
3. To maintain the accessibility of Faculty Assembly minutes, including a copy of all written material that is distributed prior to or during the meeting and is relevant to the meeting.
4. To provide each new faculty member with access to the current OSUM Faculty Assembly Pattern of Administration.

B.3. Parliamentarian

B.3.a. The Parliamentarian shall be elected by the faculty assembly for a two-year term.

B.3.b. The duties of the Parliamentarian shall be to ensure that faculty meetings follow the rules and procedures as laid out in the Faculty POA.

B.4. Representative to the University Senate

B.4.a.

The representative to the University Senate shall be elected by the Faculty Assembly for a three-year term. The election shall be held between the second week of January and the end of February, with results being reported

to the Senate Office by the first of March. Representatives are ineligible for one year for reelection after two consecutive terms of service.

B.4.b.

The duties and responsibilities of the representative are:

1. To attend University Senate meetings and University Faculty Council meetings, represent the Marion Campus and the Marion faculty, and report to the Faculty Assembly.
2. To serve on a University committee during her/his term if elected or appointed.
3. To serve as a member of the Regional Faculty Committee.

B.5. Alternate Representative to the University Senate

B.5.a.

The alternate representative to the University Senate shall be elected by the Faculty Assembly for a three-year term. The election shall be held between the second week of January and the end of February, with results being reported to the Senate Office by the first of March.

The duties and responsibilities of the alternate representative are:

1. In the absence of the Senator, to attend University Senate meetings and University Faculty Council meetings, represent the Marion Campus and the Marion faculty, and report to the Faculty Assembly.
2. To attend meetings of the Regional Faculty Committee.
3. To foster communication among the Regional Campus faculties.

B.6. Ombudsperson

B.6.a.

The Ombudsperson shall be a tenured faculty member. The Ombudsperson shall be elected by the Faculty Assembly for a two-year term.

B.6.b.

The duties and responsibilities of the Ombudsperson are:

1. To receive and to attempt to resolve individual grievances of members of the University community by supplementing, rather than replacing, other means for redress of grievances.
2. To maintain a current record of University statements on student rights and responsibilities.
3. To recommend changes in University or campus procedures as a result of experience with individual cases.
4. To publicize at the beginning of each semester the duties and responsibilities of the office.

B.7. Representative to the Faculty Senate of the Colleges of the Arts and Sciences

B.7.a.

The representative to the Faculty Senate of the Colleges of the Arts and Sciences shall be elected by the Faculty Assembly for a three-year term. Eligibility for this office is restricted to Arts and Sciences faculty members who have not held this office during the previous year.

B.7.b.

The duties and responsibilities of the representative are:

1. To attend Faculty Senate of the Colleges of the Arts and Sciences meetings, represent the Marion Campus and the Marion faculty, and report to the Faculty Assembly.
2. To serve on a Faculty Senate of the Colleges of the Arts and Sciences committee during her/his term if elected or appointed.

B.8. Alternate Representative to the Faculty Senate of the Colleges of the Arts and Sciences

B.8.a.

The alternate representative to the Faculty Senate of the Colleges of the Arts and Sciences shall be elected by the Faculty Assembly for a three-year term. Eligibility for this office is restricted to Arts and Sciences faculty members.

B.8.b.

The duties and responsibilities of the alternate representative are:

1. In the absence of the Senator, to attend Faculty Senate of the Colleges of the Arts and Sciences meetings, represent OSUM and the Marion faculty, and report to the Faculty Assembly.

C. Standing Committees

The OSUM Faculty Assembly committee structure shall include standing committees and *ad hoc* committees. Each committee shall have a chair . Chairs shall be elected by the Faculty Assembly unless otherwise designated. Committee meetings are usually called by the chairs, but any member may call a meeting of a committee. *Ex officio* committee members have full rights and responsibilities.

C.1. Academic Affairs Committee

C.1.a.

The Academic Affairs Committee is a standing committee of the Marion Campus Faculty Assembly. It shall have a maximum of six members serving overlapping two-year terms. No department shall have more than one representative on this committee. If the election results in more than one member from one department, the member of the department who has received the greatest number of votes shall serve on the committee. The chair shall be a tenured faculty member.

C.1.b.

Its duties and responsibilities are:

1. To be involved in the planning of academic programs and in the support systems for academic programs.
2. The chair of Academic Affairs is a member of the Dean/Director's Advisory Council.
3. To foster the principles of academic freedom and responsibility as set forth in University Faculty Rule 3335-5-01.

C.2. Associated Faculty Concerns Committee

C.2.a.

The Associated Faculty Concerns Committee is a standing committee of the Marion Campus Faculty Assembly. It shall have a maximum of six members serving overlapping two-year terms. Three members are to be associated

faculty and three members are to be tenured/tenure-track faculty, at least one of whom is tenured. The tenured/tenure-track faculty members of this committee shall be elected by the faculty assembly. The Elections Committee shall be responsible for holding a separate (e-mail) election for the associated faculty positions on this committee. The chair shall be elected by the committee members through an election facilitated by the Election Committee.

C.2.b.

Its duties and responsibilities are:

1. To meet at least once a semester to develop, review, and evaluate policy concerning issues that affect associated faculty.
2. To bring resolutions and motions on pertinent issues to the Faculty Assembly and to monitor subsequent proceedings.

C.3. Elections Committee

C.3.a.

The Elections Committee is a standing committee of the Marion Campus Faculty Assembly. The committee shall consist of a maximum of three members serving overlapping two-year terms.

C.3.b.

Its duties and responsibilities are:

1. To prepare a slate of candidates, who have consented to serve, for the offices and standing committees of the Faculty Assembly.
2. To hold the elections for the offices and standing committees.
3. Elections for the University Senator and Alternate University Senator shall be held no later than the first week of March. Within two weeks after the election their names shall be transmitted by the chair of the Elections Committee to the Secretary of the Senate so that the Senator can be considered for committee assignments.
4. Elections for members of all other officers and standing committees shall be held in the spring semester.
5. To hold special elections to fill vacancies in offices and standing committees (to serve the remainder of the term). These elections may be held electronically.

6. To provide all faculty with access to a list of the officers and members of standing committees of the Faculty Assembly.
7. To conduct the electronic elections pertaining to the Associated Faculty Concerns Committee and the Teaching Excellence Awards Selection Committee.

C.4. Evaluation of Administrators Committee

C.4.a.

The Evaluation of Administrators Committee is a standing committee of the Marion Campus Faculty Assembly. It shall have a maximum of three members serving overlapping three-year terms.

C.4.b.

Its duties and responsibilities are:

1. To carry out a faculty evaluation of the Dean and Director, Assistant Dean, and Associate Dean annually at the beginning of the spring semester.
2. The evaluations will include questions regarding the administrators' management of staff.

C.5. Facilities Committee

C.5.a.

The Facilities Committee is a standing committee of the Marion Campus Faculty Assembly. It shall have a maximum of five members, serving overlapping three-year terms.

C.5.b.

Its duties and responsibilities are:

1. To represent faculty and be involved in all matters of planning and upkeep of campus grounds, including roads and parking lots.
2. To represent faculty and be involved in all matters of planning and construction of new campus buildings and renovation of existing facilities.

3. The chair of the Facilities Committee is a member of the Dean/Director's Advisory Council.

C.6. Faculty Evaluation Advisory Committee

C.6.a.

The Faculty Evaluation Advisory Committee is a standing committee of the Marion Campus Faculty Assembly. The committee shall consist of seven tenured faculty members. Committee members shall be elected for two-year overlapping terms. Each year at least three members shall be elected. A list of faculty eligible for this committee will be distributed to all faculty a week in advance of the elections meeting. No one other than committee members may attend committee meetings except by committee invitation.

Pursuant to faculty evaluation, promotion and tenure procedures set forth in the Rules of the University Faculty, Chapter 3335-6-04, the Faculty Assembly of OSUM recognizes that the primary responsibility for evaluation of regional campus faculty rests with department chairs. However, to fulfill its own responsibilities in this matter, the Faculty Assembly of OSUM establishes a Faculty Evaluation Advisory Committee. It shall make recommendations concerning faculty members being reviewed for promotion and/or tenure and shall assist in the annual evaluation of other untenured faculty members.

C.6.b.

Its duties and responsibilities are:

1. At the beginning of each academic year, to write to the chairs of all the departments in which OSU-Marion junior faculty are members, requesting that they help to facilitate and make sure that, during the upcoming academic year, a senior member of their department observe the teaching of any OSU-Marion junior faculty members in their department, so that he/she can write up a peer review of that class, which will be then placed in the junior faculty member's permanent file.
2. To prepare written evaluations for faculty members undergoing fourth year review or being considered for tenure and/or promotion. Each written evaluation shall be available for review by tenured faculty. An open meeting of the tenured faculty, called by the chair of the committee, shall be held to discuss a draft of the letter and a vote shall be taken assessing the degree to which tenured faculty members support a recommendation for contract renewal for a fifth year or for tenure and/or promotion. Subsequently, the final version of the letter

is transmitted to the Marion Campus Dean and Director and to the chair or head of the appropriate academic unit.

3. To prepare written annual evaluations of all other untenured tenure-track faculty members. The written evaluation shall be transmitted to the Marion Campus Dean and Director and to the chair or head of the appropriate academic unit.

C.6.c.

The committee shall follow these procedures:

1. The committee shall request in writing that each faculty member to be evaluated submit information upon which the committee may make its judgments. The candidate should submit all copies of quantitative and qualitative student evaluations as well as copies of any other course evaluation materials including letters from peer evaluators. FEAC should also receive copies of all syllabi, grade distributions, and a self-evaluation, to be organized into a supplemental folder.
2. The committee shall confine its investigations to an analysis of the faculty member's teaching and service, and to those qualities relevant to teaching and service; however, it may comment on scholarship. Criteria for evaluating teaching, service and scholarship shall be those given in the University Faculty Rule [3335-6](#).
3. The committee shall interview each candidate to review pertinent data prior to the drafting of the committee's letter of evaluation.
4. The committee may offer an untenured faculty member advice and information concerning her or his teaching and service.

C.7. Professor Advisory Committee

C.7.a.

The Professor Advisory Committee is a standing committee of the Marion Campus Faculty Assembly.

The committee shall consist of five faculty members at the professor rank who are assigned to the Marion Campus. Committee members shall be elected for two-year overlapping terms. Each year at least two members shall be elected. A list of faculty eligible for this committee shall be distributed to all faculty a week in advance of the elections meeting.

No one other than committee members may attend committee meetings except by committee invitation.

Pursuant to faculty evaluation, promotion and tenure procedures set forth in the Rules of the University Faculty, 3335-6-04, the Faculty Assembly of OSUM recognizes that the primary responsibility for evaluation of regional campus faculty rests with department chairs. However, to fulfill its own responsibilities in this matter, the Faculty Assembly of OSUM establishes a Professor Advisory Committee. It shall make recommendations to the Dean concerning faculty members being reviewed for promotion to the rank of professor.

C.7.b.

The duties and responsibilities of the committee are:

1. To work with the Dean and Director to help facilitate peer reviews from the relevant TIU of candidates who wish to be considered for promotion to professor.
2. To receive and review appropriate materials and documentation submitted by candidates who wish to be considered for promotion to professor.
3. To provide a recommendation in writing to the Dean and Director with regard to candidate's readiness to be considered for promotion to professor.
4. To deliberate as a committee and then prepare written evaluations and recommendations for candidates who the Dean and Director considers ready to be put forward for promotion to professor.

C.7.c.

The committee shall follow these procedures:

1. The Dean and Director shall inform the Professor Advisory Committee (FPAC) when a faculty member wishes to be considered for promotion to professor. This will occur before external letters of evaluation are solicited by the faculty member's department.
2. FPAC shall conduct a readiness evaluation of the faculty candidate. The materials submitted to FPAC by the faculty member should be identical in content and format to those submitted to the department for evaluation. In addition, if not already a part of the materials submitted to the department, the candidate should submit all copies of quantitative and qualitative student evaluations from the past 5 years

or since the last promotion, as well as copies of any other course evaluation materials including letters from peer evaluators. FPAC should also receive copies of all syllabi, a list of all courses taught and any other items that are considered applicable.

3. FPAC shall confine its investigations to an analysis of the faculty member's teaching and service, and to those qualities relevant to teaching and service; however, it may comment on scholarship, and overall workload. In the area of teaching, FPAC will look for convincing evidence that the candidate has maintained a record of excellence in teaching. The candidate's overall contribution to the instructional part of the regional campus mission should be substantial and sustained. In the area of service, FPAC will look for evidence that the candidate has demonstrated leadership and substantial contributions, though the relative emphasis on university, community and professional service may vary over time. The evidence should provide a compelling case that substantial contributions will be sustained.
4. After reviewing the materials, FPAC shall deliberate and assess whether the candidate is ready to be considered for promotion. The FPAC chair will transmit in writing the committee's recommendation on readiness to the Dean and Director.
5. If the faculty member is being considered for promotion, FPAC shall draft a letter of evaluation and make it available for review by all professors at the Marion Campus.
6. The chair of FPAC shall call a meeting of the professors to discuss a draft of the letter and a vote shall be taken assessing the degree to which professors support a recommendation for promotion.
7. The final version of the letter of recommendation shall be transmitted to the Marion Campus Dean and Director and to the chair or head of the appropriate academic unit. A copy of the evaluation letter will be provided to the candidate.

C.8. Honors Opportunities Committee

C.8.a.

The Honors Opportunities Committee is a standing committee of the Marion Campus Faculty Assembly. The committee shall consist of the director of the campus honors program (*ex officio*) and a maximum of five faculty members serving overlapping three-year terms. The chair of the committee shall be the director of the campus honors program, unless the director is not a faculty

member. The committee shall have up to four student representatives selected from the student honors group, who may serve as long as they are on campus.

C.8.b.

Its duties and responsibilities are:

1. To plan and implement the campus honors program, keeping it consistent with the policies established by the University Honors Office.
2. To facilitate the development and offering of honors courses, of honors seminars, of independent study honors courses, and of honors sections of regularly scheduled courses.
3. To encourage the development and offering of interdisciplinary courses and research opportunities.
4. To encourage University Freshmen Scholars to participate in the program.
5. To make honors opportunities available to all interested students.
6. To promote cooperation among honors programs on all campuses.

C.9. Library Committee

C.9.a.

The Library Committee is a standing committee of the Marion Campus Faculty Assembly. The committee shall consist of the campus librarian (*ex officio*), a maximum of five faculty members serving overlapping two-year terms, and one student. Two of the elected faculty members shall serve on the joint OSUM/MTC Library Committee. The student member shall be chosen annually by the student governing body.

C.9.b.

Its duties and responsibilities are:

1. To advise the librarian and the Dean and Director on library policy.
2. To evaluate library services and identify library needs.
3. To encourage campus-wide participation in the selection of materials.

C.10. Prairie Advisory Committee

C.10.a.

The Prairie Advisory Committee is a standing committee of the Marion Campus Faculty Assembly. The committee shall consist of the director of the Marion Campus prairie (*ex officio*) and a maximum of five faculty members.

C.10.b.

Its duties and responsibilities are:

1. To advise the director of the Marion Campus prairie in affairs related to all uses of the prairie, academic and non-academic, university and public.
2. To coordinate research and educational programs and public use of the prairie and related facilities.

C.11. Professional Development Committee

C.11.a.

The Professional Development Committee is a standing committee of the Marion Campus Faculty Assembly. It shall have a maximum of six members serving overlapping two-year terms.

C.11.b.

Its duties and responsibilities are:

1. To encourage faculty scholarship on the Marion Campus and to coordinate information and efforts to promote research opportunities.
2. To consult with the Dean and Director about the use of funds available for professional development and scholarship and for teaching.
3. To coordinate the Marion Campus Small Research and Teaching Grant Program, including developing guidelines, setting deadlines, receiving proposals and making award recommendations to the Dean and Director.
4. To consult with the Dean and Director (or designee) to support faculty exchanges with the Columbus Campus or other regional campuses.

C.12. Review of Non-tenure-track Faculty Committee

C.12.a.

The Committee for Review of Non-tenure-track Faculty is a standing committee of the Marion Campus Faculty Assembly. The committee shall be chaired by the Associate Dean (ex officio). It shall have a maximum of eight additional members, at least four of whom are tenured, serving two-year terms. Untenured faculty members should have at least two years in rank to serve on this committee.

C.12.b.

Its duties and responsibilities are:

1. reviewing the dossiers of non-tenure-track faculty members;
2. writing the annual letters of evaluation for non-tenure-track faculty.

C.13. Social Affairs Committee

C.13.a.

The Social Affairs Committee is a standing committee of the Marion Campus Faculty Assembly. It shall have a maximum of three members, elected annually.

C.13.b.

Its duties and responsibilities are:

1. To organize and schedule social affairs for faculty members and guests in consultation with the Faculty Assembly.
2. To arrange for flowers, gifts, letters, and memorials from the faculty on appropriate occasions.
3. To cooperate with other groups such as faculty families, staff, students and the Marion Campus Citizens Council, in implementing 1 and 2 above.

C.14. Teaching Excellence Awards Selection Committee

C.14.a.

The Teaching Excellence Awards Selection Committee is a standing committee of the Marion Campus Faculty Assembly. It will be made up of five members, elected annually: two tenured/tenure-track faculty and two associated faculty. The fifth member of the committee shall be a student elected by members of OSU-Marion's USG (University Student Government). The tenured/tenure-track faculty members of this committee shall be elected by the faculty assembly. The Elections Committee shall be responsible for holding a separate (e-mail) election for the associated faculty positions on this committee. The chair of the committee shall be elected by the faculty assembly, from among the tenured/tenure-track faculty committee members.

C.14.b.

Its duties and responsibilities are:

1. To determine the recipient of the Teaching Excellence Award for tenure-track/tenured faculty.
2. To determine the recipient of the Teaching Excellence Award for associated faculty (including visiting assistant professors).
3. To announce the winners of the awards during Spring Semester.

C.14.c.

Nomination Procedures:

1. Any tenured/tenure-track or associated faculty member or student may nominate candidates for the Teaching Excellence Awards. This includes self-nomination.
2. Past recipients are not eligible for nomination.
3. Members of the committee are not eligible for nomination during the year they serve on the committee.
4. Nominated tenured/tenure-track faculty must have at least one year teaching experience on the Marion Campus prior to eligibility.
5. Nominated associated faculty must have taught on the Marion Campus during the current or previous academic year.
6. The committee shall solicit nominations during the last three weeks of the Autumn Semester through the first two weeks of Spring Semester.

7. The committee shall construct a short-list of candidates from the pool of nominations (nominees are free to decline their nomination) and may request additional information including:
 1. Syllabi
 2. SEIs and written evaluations
 3. Class visits by committee members
 4. Grade Distributions

C.14.d.

Evaluation Criteria. Winners of the awards should:

1. Stimulate thinking and develop understanding.
2. Arouse students' interest by making subject matter significant to the students.
3. Be highly skilled at exposition and demonstration.
4. Set high standards for students.
5. Use fair and equitable evaluation procedures.
6. Be available to confer with students through regular office hours.
7. Be respected by the students.

C.15.a. Faculty Courseload Committee

The Faculty Courseload Committee is a standing committee of the Marion Campus Faculty Assembly. It shall have a maximum of seven tenured faculty members serving overlapping two-year terms. No department shall have more than one representative on this committee. If the election results in more than one member from one department, the member of the department who has received the greatest number of votes shall serve on the committee.

C.15.b.

Its duties and responsibilities are:

1. To provide advice and consultation to the Dean and Associate Dean with regards to applying the OSU Marion Faculty Course Load Policy.
2. To update the OSU Marion Faculty Course Load Policy as needed.

3. To provide the Dean and Associate Dean with an advisory tiered ordering of annual faculty requests for SAs, FPLs, research-enhanced and service-enhanced course releases.

Appendix D

REGIONAL CAMPUSES FACULTY SALARY APPEALS PROCESS

- 1) The regional campuses review faculty salary appeals in accordance with university policies and procedures as described in the OAA *Policies and Procedures Handbook* (Volume 1, Chapter 3: Appeals, Section 2.0: Faculty salary equity appeals process). The present "Regional Campuses Faculty Salary Appeals Process" document must be read in conjunction with the OAA *PPH*, which is available at <https://oaa.osu.edu/policies-and-procedures-handbook>.
- 2) All faculty members have the opportunity to discuss salary equity issues with their dean/director during the annual review process. When a faculty member perceives that inequities persist despite such discussions and the faculty member meets the eligibility criteria specified in the OAA *Policies and Procedures Handbook*, the faculty member may initiate an appeal by notifying the campus dean/director. This step must occur no later than September 30 in order to facilitate completion of the process before salary recommendations are made for the next academic year.
- 3) Once notified, the dean/director works with the head of the appellant's TIU to determine an appropriate comparison cohort. The cohort will consist of Ohio State faculty holding the same rank as the appellant and matching as closely as possible the appellant's discipline, years since terminal degree, years of service to the university, and campus affiliation. With the small size of many programs on the regional campuses, the dean/director and head of the appellant's TIU will often need to approach the cohort-determining process with creativity and flexibility. They may wish to consult with the appellant and other regional deans. Principles for determining the cohort include the following:
 - The cohort must consist of faculty closest to the appellant in number of years since receiving a terminal degree and number of years of service to the university. The appellant should be in the middle of the cohort with plus-or-minus x years since the terminal degree or x years of service, as appropriate. The ideal cohort will be symmetrical and composed of five or six individuals; the minimum size is two individuals. If the appellant requests a particular individual to be included in the cohort, the cohort may be enlarged to include that person if that person is not already part of the comparison cohort. In such a case, the value of x is increased symmetrically to include the specified individual, as well as others who fall within the range of the new x. Current and former deans/directors are excluded; others who have had salary adjustments outside the merit system can be included only when such adjustments are noted and considered.
 - Ideally the entire cohort should come from the same discipline as the appellant and from the regional campuses (e.g., regional professors in Philosophy). When this is impossible, the field can be conceived more broadly to bring in related disciplines (e.g., regional professors in the humanities) and/or the campus restriction can be loosened to include Columbus faculty in the discipline (e.g., Columbus professors in Philosophy). In considering salary differences in relation to differences in productivity within the cohort, the dean/director will take into account market differences between disciplines and campuses as well as differences in faculty members' years since terminal degree and years of service.

4) Once the dean/director notifies the appellant of the names and current salaries of the comparison cohort, the appellant takes over the process. The appellant will need the CVs and the teaching records for the past five years for all members of the cohort. The dean/director (or a designee) will assist with providing CVs and teaching records from the campus and/or will assist in securing such information from other campuses and TIUs as needed. The appellant has until February 1 to compile the required tables and statement for the appeal.

Data for the cohort in the areas of scholarship or creative activity, teaching, and service should be presented in a spreadsheet format (side-by-side columns) for easy comparison across the cohort within specific categories. In each table, the appellant should be identified by name, but other members of the cohort should be identified only by a number (e.g., faculty #1, faculty #2).

Relevant data on scholarship/creative activity should be presented for all years since the terminal degree, and the standard major categories from the Promotion and Tenure dossier should be used, e.g., authored books, edited books, refereed journal articles, book chapters. To the extent possible, comparative data on rates of citation should also be presented, excluding self-citations.

Relevant data on teaching should be presented for the past five years at The Ohio State University, and the standard major categories from the Promotion and Tenure dossier should be used, e.g., numbers of lower division, upper division, and graduate courses taught, and number of Ph.D. and MA committees on which the faculty member has served. Reductions in teaching loads for those individuals holding administrative or research appointments should be noted, and individuals who have not served at The Ohio State University for at least five years should be excluded from this section of the comparative analysis.

Similarly, relevant data on service should be presented for the past five years at The Ohio State University, and the standard major categories from the Promotion and Tenure dossier should be used, e.g., campus committee assignments, campus administrative assignments, university committee assignments, major community outreach and engagement, and major service to professional organizations. Individuals who have not been Ohio State faculty for at least five years should be excluded from this section of the analysis, except that data on service to the profession may be included.

Based on the data, the appellant writes a brief statement summarizing the research/creative activity, teaching, and service comparisons, highlighting the appellant's standing in relation to the cohort. The appellant ends the statement with his or her requested salary adjustment, based on his or her place within the cohort.

5) The appellant forwards the required comparative data and summary statement to the dean/director for review. The dean/director may request additional information, if needed. Based on his or her review, the dean/director determines whether or not the appellant's salary is commensurate with his or her performance when compared with the cohort. If the dean/director finds that the appellant's salary is incommensurate with performance, the dean/director decides on a salary adjustment. The dean/director may accept or amend the appellant's request. The dean/director communicates his or her decision to the appellant in writing. This response may

provide additional analysis, as deemed necessary, and must provide a rationale for the decision. In general, it is expected that approved salary adjustments will be funded 100% by the campus.

6) The appellant reviews the decision of the dean/director. If the appellant disagrees with the decision of the dean/director, the appeal is sent to the Regional Campus Faculty Salary Appeals Committee. The membership and responsibilities of the Regional Campus Faculty Salary Appeals Committee are stipulated in the OAA [Policies and Procedures Handbook](#) sections 2.2.4 and 2.8. A committee member may not serve on the committee for a particular appeal if a personal or professional relationship with the appellant makes impartial evaluation impossible.

7) The dean/director's responsibilities for responding to the committee's recommendations--and all subsequent steps in the review process--are specified in the university appeals process (see the OAA [Policies and Procedures Handbook](#)).