

# **Pattern of Administration**

## **The Ohio State University at Newark**

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## **I. INTRODUCTION**

This document provides a brief description of The Ohio State University at Newark and its policies and procedures. It supplements the [Rules of the University Faculty](#) and other policies and procedures of the university to which the campus and its 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 dean/director. Revisions may be made at any time. All revisions, as well as periodic reaffirmation, are subject to approval by the dean/director and the Office of Academic Affairs. Although the dean/director and faculty attempt to reach consensus on the document, formal faculty acceptance of the document is not required. Where faculty divisions make consensus or formal faculty approval impossible, the dean/director may have to implement a pattern without consensus.

## **II. CAMPUS MISSION**

Ohio State Newark's mission is to provide affordable, open access to Ohio State for all Ohioans.

## **III. ACADEMIC RIGHTS AND RESPONSIBILITIES**

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. For more details, please see the [Academic Rights and Responsibilities](#) website.

## **IV. FACULTY**

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of the Newark campus includes tenure-track, clinical/teaching/practice, and associated faculty with compensated FTEs of at least 50%. Only tenure-track faculty may participate in personnel matters, including promotion and tenure reviews, as described in the campus's Appointments, Promotion and Tenure document. Emeritus faculty at the campus are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

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

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

## V. ORGANIZATION OF CAMPUS SERVICES & STAFF

The Newark campus's admissions and advising offices serve Ohio State Newark. Other offices, as identified in the campus's cost-share agreement with Central Ohio Technical College (COTC), serve both Ohio State Newark and COTC. These offices include Marketing and Public Relations, Business and Finance, Facilities, Student Life, Public Safety, Purchasing, the Center for Student Success, the Services Center, and the Library. For a detailed organizational chart, please see the campus's [Organizational Guide](#).

Some campus services are arranged through contracts with outside organizations (e.g., Barnes and Noble), others are arranged through service-level agreements (SLAs) with university offices. Information technology services are managed by the Office of the Chief Information Officer for both Ohio State Newark and COTC, University Dining Services manages dining services for both institutions, and University Housing operates Ohio State Newark's residence halls. Ohio State's Office of Human Resources directly provides HR services to Ohio State Newark and has a cost-sharing agreement with COTC for HR services.

## VI. OVERVIEW OF CAMPUS ADMINISTRATION AND DECISION-MAKING

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

## VII. CAMPUS ADMINISTRATION

### A. Dean/Director

The primary responsibilities of the dean/director are set forth in Faculty Rule [3335-3-29.1](#). The dean/director provides active leadership in the promotion, direction, and support of educational activities and research opportunities, in the maintenance of a high level of morale in faculty members, and in the encouragement of the spirit of learning in the students. The dean/director also has administrative responsibility for the programs of the regional campus, subject to the approval of the executive vice president and provost or designee, the president, and the university's Board of Trustees.

### B. Associate Dean for Academic Affairs

The associate dean for academic affairs is responsible for scheduling courses, hiring and overseeing lecturers, managing faculty functions, approving requisitions from faculty, facilitating the promotion of faculty accomplishments, coordinating academic misconduct hearings, conducting investigations related to grade grievances and complaints against faculty, overseeing the development and execution of diversity initiatives, overseeing learning-assistance programming, promoting faculty-to-faculty mentoring, overseeing associated faculty, assigning peer evaluations of teaching, overseeing student evaluations of teaching, serving as acting dean/director when the dean/director is on leave, assisting the dean/director in handling personnel matters and in setting the annual budget, and performing other duties that the dean/director assigns. In setting the course schedule, the associate dean for academic affairs works with area coordinators. The associate dean for academic affairs

also directly supervises the director of advising, the coordinators of the Social Work program, General Business program, and PAES health courses, and supervises the director of the Student Success Center and the director of the library. Other duties include liaison work with offices at the Columbus campus, membership on university-level committees, and additional responsibilities as assigned by the dean/director.

**C. Associate Dean for Academic Enrichment**

The associate dean for academic enrichment is responsible for outreach and engagement, service learning, education abroad, honors, and the LeFevre Fellows program. Duties for the position include liaison work with offices at the Columbus campus, membership on university-level committees, and additional responsibilities as assigned by the dean/director.

**D. Chief of Staff**

The chief of staff is a cost-shared position that also serves as vice president and chief of staff for COTC. This chief of staff serves as principal advisor to the dean/director; assists with planning, executing and advancing a wide range of complex and sensitive executive and administrative duties, special projects, and initiatives, including strategic planning; liaisons with campus leaders; and works closely with the senior leadership teams to monitor, advise, and communicate the implementation of operational and strategic agendas. The chief of staff also has dotted-line oversight of the campus's Human Resources Business Partner (see Section VII.G.1).

**E. Research Coordinator**

The coordinator of research is responsible for helping to enable and enhance faculty research and student research. The coordinator is responsible for reviewing and approving recommendations from the Professional Standards Committee for Faculty-Initiated Student Assistantship Grants, reviewing and approving recommendations from Professional Standards Committee for Scholarly Activities Grants, serving as a liaison with the Office of Research, working with the Chair of the Faculty Well-Being Committee to inform new faculty of the university's and the campus's research resources, reviewing and approving recommendations from the Student Matters Committee for Student Research Grants, overseeing the Student Research Forum, approving all research-related expenditure and travel requests, working with faculty committees to ensure that the campus maintains records of internal research grants and assistantships for faculty and students, and recommending annual budgets for internal research grants and assistantships.

**F. Committees**

**1. Faculty Assembly Committees**

Much of the development and implementation of the campus's policies and programs is carried out by standing and ad hoc committees. The Constitution of the Faculty Assembly provides details regarding the Assembly's committees.

**2. Campus Committees**

As needed, the dean/director and COTC president and cost-shared directors appoint committees representing both Ohio State Newark and COTC. Some campus committees

are chaired by staff members, and membership on those committees may be decided by election or may be decided by the committee chair.

**a. Campus Council**

The Campus Council is an advisory group that serves and is chaired by the dean/director and the COTC president. Council members include those two leaders as well as the chief of staff, associate dean for academic affairs, chief of staff, director of business and finance, director of advancement, director of marketing and public relations, and director of student life, and COTC provost. As they deem appropriate, the dean/director and COTC president may invite guests to attend meetings of the Campus Council and may call together subsets of the members of the Council.

**b. Staff Forum**

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

**c. Safety Committee**

The Safety Committee meets quarterly to discuss best safety practices, OSHA requirements and recent trends. The committee is chaired by the campus's security manager. The committee is made up of 8-10 campus employees representing the offices of public safety, custodial services, grounds, facilities, human resources, facilities, the library, academic labs, residence halls, and faculty from COTC's Institute for Public Services and Safety. Members are appointed by and serve at the pleasure of the chair.

**d. Space Committee**

The Space Committee's purpose is to implement the Faculty Office Assignment Policy. The committee is comprised of the Superintendent of Facilities and Support Services, an Ohio State Newark faculty member, a COTC faculty member, and up to three staff members designated by the dean/director and the COTC president. The superintendent of facilities and support services serves as the chair. The committee meets once each year during the office assignment period.

**e. Diversity and Inclusion Advisory Council**

The Diversity and Inclusion Advisory Council (DIAC) advises the president of COTC and the dean/director of Ohio State Newark. It considers matters that concern the campus/college community especially with regard to diversity and inclusion in the context of the community's well-being, capacity for collegiality, and the pursuit of the commonweal. The DIAC works with and advises the dean/director and the COTC president and other senior leaders as appropriate regarding the promotion of diversity and inclusion and the further development of a welcoming and inclusive campus climate. Work includes identifying ways to provide guidance and opportunities for collective thinking, problem solving, dialogue, and change in campus and community matters.

DIAC members include the following:

- Two Ohio State Newark faculty appointed by the dean/director
- Two COTC faculty appointed by the COTC president
- The director of student life
- The coordinator of multicultural student affairs
- The HR business partner
- The chair of Staff Forum
- An Ohio State Newark student appointed by the dean/director
- A COTC student appointed by the COTC president
- A community member appointed by the dean/director
- A community member appointed by the COTC president

Except for appointments specifically designated by position, the term of membership is two academic years. Community members are appointed annually. There is no limit to the number of years a member may serve, subject to reappointment by the designated authority.

The COTC president and the dean/director appoint the chair of the DIAC, whose term begins July 1. The DIAC meets twice during the academic year, and the meetings are scheduled by the offices of the COTC president and the dean/director. The meetings are conducted informally unless the DIAC chair decides that procedural rules are necessary, in which case the DIAC will follow the most recent edition of Robert's Rules of Order.

**f. Campus Arts and Memorials Advisory Committee**

The intent of the Campus Arts and Memorials Advisory Committee is to enhance the aesthetic nature of the campus in a way that is flexible and responsive to the needs of our community's donors and upholds the mission of both Central Ohio Technical College and The Ohio State University at Newark, and the Framework Plan for the Newark campus is honored. The committee will be led by the Director of Advancement.

Committee membership includes the director of advancement, the facilities superintendent, the Student Government president, a COTC faculty member, and an Ohio State Newark faculty member. The faculty members are appointed by their respective campus executives who determine the faculty members' term lengths.

The committee is charged to respond to requests made by the COTC president and the dean/director to provide feedback based on a review of proposed gifts and or projects. Typically, the COTC president and the dean/director will be notified of a donor's intent to gift a piece of art or create a memorial project on campus. The two leaders review the gift or project and determine if the Campus Arts and Memorials Advisory Committee should provide a recommendation regarding acceptance and possibly placement of the art or memorial.

The committee also participates in the development of guidelines for campus-initiated memorial or art projects and provides recommendations when the campus is



selecting art to enhance the physical facilities and the campus.

### **3. Dean/Director's Committees**

#### **a. Dean/Director's Council**

The Dean/Director's Council is an advisory group that serves and is chaired by the dean/director. The council consists of the chief of staff, associate deans, assistant dean, Faculty Assembly chair, chair of the Academic Affairs Committee, director of business and finance, human-resources business partner, director of advancement, director of student life, director of enrollment, director of facilities, a representative from the Office of the Chief Information Officer, the director of advising, and the director of the library.

#### **b. Dean/Director's Cabinet**

The Dean/Director's Cabinet is an advisory group that serves the dean/director. The cabinet consists of the chief of staff, associate deans, director of business and finance, director of advancement, and director of student life.

#### **c. Academic Standards Committee**

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

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

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

#### **d. Strategic Planning Steering Committee**

The primary tasks of the Strategic Planning Steering Committee (SPSC) are to develop five-year strategic plans, develop annual updates, monitor progress toward accomplishing our strategies, initiatives, and action steps, conduct internal and external environmental scans, and provide periodic dashboard and scorecard reports. In carrying out its work, the SPSC will seek input from faculty, staff, students, trustees, and community members, and ensure that the campus's strategies tie to the university's strategic plan.

The SPSC includes the Dean/Director's Cabinet, the Director of the Warner Library and Student Center, the Director of Facilities, a Trustee from the Newark Board (appointed by the Board Chair), the Student Representative to the Board, the Director of the Newark Earthworks Center, and tenured faculty members representing the three Divisions of the College of Arts and Sciences and the College of Education and Human Ecology. The Faculty Assembly Chair will serve a two-year term starting with the year they chair the assembly. All other members will serve five-year terms, and the dean/director serves as chair. The SPSC will normally meets twice a year.

#### **e. Committee on Duty Arrangements**

The Committee on Duty Arrangements advises the dean/director on the following:

- Adjusting a faculty member's research rating to account for differences in TIUs' application of the campus's performance-rating scale
- Adjusting a faculty member's duty arrangements and salary percentages
- Inviting faculty to apply for a research-concentrated duty assignment
- Considering requests to count teaching activities as the equivalent of a course

The Committee on Duty Arrangements includes one tenured faculty member from each of the three divisions of the College of Arts and Sciences (A&S), elected by the tenure-track members in each division; one tenured faculty member from the College of Education and Human Ecology (EHE); and one tenured faculty member appointed by the dean/director. The dean/director attempts to appoint a faculty member who is not in one of the departments of the elected members. Elections for each A&S divisional representative are coordinated by the divisional representative on the Academic Affairs Committee. Elections for the EHE representative are coordinated by the coordinator of the campus's education programs. The dean/director appoints the chair of the committee, and members serve three-year terms.

### **G. Managed Services**

University-level units manage the campus's human-resources and information-technology services.

#### **1. Human Resources**

The Office of Human Resources provides services to the campus via its Human Resources Business Partner (HRBP) and other HR staff, who may or may not reside on the Newark campus. The HRBP also directs HR services for COTC, and COTC and Ohio State's Office of Human Resources share the position, which also has a dotted reporting line to the dean/director via the dean/director's chief of staff.

#### **2. Information Technology**

The Office of the Chief Information Officer (OCIO) provides IT services to the campus. The OCIO interacts with the campus administration primarily through a relationship manager and provides several on-site staff members. The OCIO also manages IT for COTC. The services provided by the OCIO and the fees paid by the campus are defined in a service-level agreement that is periodically updated and approved.

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

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

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

For information about such positions, please see Appendix A.

## VIII. Faculty Meetings

The dean/director presides over meetings of the Faculty Assembly Executive Committee, which sets agendas for Faculty Assembly meetings, discusses matters of importance to the campus, and advises the dean/director regarding the annual operating budget. The chair of the Faculty Assembly calls and presides over all business meetings of the Faculty Assembly following the current edition of Robert's Rules of Order Newly Revised. The Faculty Assembly Constitution presents additional information on meetings of the Faculty Assembly and its committees. The dean/director may call meetings of various segments of the faculty, including the faculty as a whole.

## IX. Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires tenure-initiating units to have guidelines on the distribution of faculty duties and responsibilities (see the [Office of Academic Affairs Policies and Procedures Handbook](#), Volume 1, Chapter 2, Section 1.4.3). The information provided below supplements these policies.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and Faculty Assembly meetings and events even if they have no formal course assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave or on approved travel. Faculty Rule [3335-5-08](#) requires that absence from ordinary service in the university, for any cause other than sickness, must be with the knowledge and approval of the dean/director. Absences longer than ten consecutive business days must also be approved by the executive vice president and provost.

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

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the dean/director to ensure that no conflict of commitment exists. Information

on faculty conflicts of commitment is presented in the OAA [Policy on Faculty Conflict of Commitment](#).

## **A. Tenure-Track Faculty**

### **1. Teaching**

All tenure-track faculty are expected to contribute to the campus's teaching. Because tenure-track faculty are distributed across multiple disciplines that differ markedly in terms of contact hours per course and expectations for research, and because some tenure-track faculty must support degree programs that students can complete at the Newark campus, the campus does not have a standard duty arrangement with a standard number of assigned courses. Instead, the campus defines several different duty arrangements, detailed in Appendix B, that are equal in terms of their contributions to the campus's mission.

The dean/director is responsible for making teaching assignments on an annual basis. The number of courses assigned to a faculty member may vary to account for various attributes of the faculty member's teaching, including whether the teaching includes a new class under unusual circumstances, the size of a particular class, whether a class is taught on-line or team-taught, factors that may affect the preparation time involved in teaching the course. The number of courses assigned might also vary depending on the amount of time a faculty member spends on certain kinds of advising and mentoring.

### **2. Scholarship**

Departments' Appointment, Promotion, and Tenure documents specify the kinds and amounts of scholarly activities that faculty members at the regional campuses should produce. Regional campus faculty members should contact their department chairs at the Columbus campus to obtain a copy of their department's AP&T document., which is available on [OAA's website for governance documents](#). If a faculty member receives a grant from an external source that generates sufficient indirect cost recovery for Ohio State Newark, the dean/director may use indirect cost recovery funds from the grant to award the faculty member a maximum reduction of 3-4 contact hours of teaching in their teaching per academic year. A faculty member may seek course reductions from direct cost funds provided by a grant but must receive approval from the dean/director for the reductions prior to submitting a grant proposal. Grants provided by Ohio State Newark may not be used to purchase release time.

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

### **3. Service**

As indicated in the campus's Appointments, Promotion and Tenure document, under most circumstances, each faculty member is expected to serve on at least one standing, ad hoc, or search committee each year. At the same time, the campus recognizes the value of a faculty member's service to their discipline and our profession through national and regional professional associations. This service may involve organization of conferences,

presentations of papers, reviews of manuscripts or books, expert commentary to the media, and other activities. Faculty members may also serve the local community through service in community agencies, institutions, and organizations. This service may take multiple forms and may involve activities in areas that are very different from an individual's discipline but are related to their job duties and the university's mission.

#### **4. Duty Arrangements**

The dean/director is responsible for assuring that every faculty member has duties and responsibilities commensurate with their appointment and that campus workload is distributed equitably among faculty. While faculty members determine their own research or other scholarly activity, the associate dean for academic affairs assigns teaching. Occasionally, the dean/director may assign service. In making these assignments, the dean/director and the associate dean for academic affairs must balance the needs of the campus with the preferences of the faculty member within the context of this policy. Areas with program coordinators may, by vote of the tenure-track faculty in the area and by approval of the dean/director, implement guidelines by which coordinators may assign courses. Coordinators' assignment of courses to faculty is subject to review and approval by the dean/director or their designee (most often the associate dean for academic affairs).

The duties and responsibilities for each faculty position are specified before any search is initiated and are confirmed as an appointment is made. Faculty must, over time, exhibit activity in teaching, research, and service. Decisions regarding changes in the initial assignment will involve the dean/director, the faculty member, and perhaps the associate dean for academic affairs and the tenure-initiating unit head.

Departures from average expected levels of activity may vary for a faculty member for several reasons, including the receipt of a special assignment or professional leave, the acceptance of an extraordinary duty such as chairing the faculty assembly, the assignment of partial teaching duties at the Columbus campus, the assignment of additional teaching or administrative duties, or release time funded by a grant, and performance. In anticipation of such departures from the norm, a faculty member may negotiate their salary weights according to the policy in the campus's Appointments, Promotion and Tenure document. Performance considerations are based on the ratings faculty receive for the quality of their teaching, research or creative expression, and service. The ratings follow this scale:

- 1 Well below expectations
- 2 Somewhat below expectations
- 3 Meeting expectations
- 4 Somewhat above expectations
- 5 Well above expectations

For tenure-track faculty, the Newark campus has established five duty arrangements, which can be found in Appendix B.

#### **5. Adjustments to Salary Percentages and Duty Arrangements**

A tenured faculty member seeking an adjustment to their salary percentages and/or duty arrangement should submit a proposal to the dean/director by 11/1, with the following

information:

- Current percentage distribution across teaching, research, and service
- Proposed percentage distribution across teaching, research, and service
- The supporting rationale for the proposed changes (max 1 page)

The dean/director will evaluate whether the proposed adjustments to duties and salary percentages are reasonable given the faculty member's previous contributions (if they are expected to continue) or anticipated contributions (if they are expected to start the next year). The dean/director, in consultation with the faculty member and the Committee on Duty Arrangements, will approve, adjust, or modify the duty arrangements and salary percentages based in part on the quantity and quality of teaching, service, and research contributions. The changes will take effect from then on, unless: a) the faculty member requests another change to the distributions; b) the project warranting the change in distribution was temporary; or c) the dean/director notices the agreed upon changes are not being fulfilled in an upcoming annual evaluation.

Although the primary means of determining research and scholarly activity progress is the faculty member's TIU evaluation, the dean/director, in consultation with the Committee on Duty Arrangements, may, if appropriate, adjust the TIU rating to account for potential differences among TIUs in the application of the 0 to 4 point rating scale.

## 6. Special Assignments

Information on the faculty special assignments (SAs) is presented in the [Policy on Faculty Special Assignment](#) in the [Office of Academic Affairs Policies and Procedures Handbook](#). The information provided below supplements those policies.

Untenured faculty will normally be provided an SA for research for one semester, during their probationary period. Reasonable efforts will be made to award SA opportunities to all other faculty members subject to the quality of faculty proposals, including their potential benefit to the campus, TIU or university, and the need to assure that sufficient faculty are always present to carry out campus work. The number of SAs available is also subject to budget restrictions. Faculty Professional Leave is the appropriate mechanism to release a faculty member from more than a semester's worth of teaching in a single year. Applications for SAs must be submitted to the dean/director's office by 12/1 of the year prior to the academic year for which the SA is being requested. Applications for SA must include:

- A cover sheet (available through the Academic Affairs Committee)
- Curriculum vitae
- Proposal that includes a description of the research to be undertaken and its likely status at the end of the SA period
- A letter from the faculty member's TIU head or expert in the field indicating that the proposal has been carefully reviewed and has sufficient merit to warrant granting an Ohio State Newark-funded SA to the applicant.

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

prioritized. Special consideration will be given to faculty members who are returning to research and scholarly activity after a period of inactivity, or untenured faculty members falling below expectations in their annual research evaluation. Proposals from faculty in such situations must include a support letter from the TIU head.

Applications will be reviewed by a committee approved by faculty assembly vote, consisting of faculty from all disciplines represented on the Academic Affairs Committee and chaired by a tenured faculty member. Committee members will serve two-year terms and cannot serve consecutive terms. The committee's recommendation to the dean/director regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the campus, TIU or university and to the faculty member. The committee will consider the overall profile of each applicant in making recommendations. By January 15, the committee will provide a written report to the dean/director with a prioritized rank-ordered list of the faculty members it recommends and a brief explanation for its decisions.

If the dean/director believes that circumstances merit a rejection of a committee recommendation, they must meet with the committee to discuss the case. If the dean/director still cannot accept the recommendation, they must notify the chair of the committee and the candidate in writing, articulating the reasons for the decision. The committee may then recommend another eligible recipient. The dean/director will usually announce decisions regarding SAs for the next academic year no later than April 1 of the previous academic year but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

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

## **B. Clinical/Teaching/Practice Faculty**

The campus uses clinical, teaching, or practice faculty titles for positions that colleges or TIUs deem appropriate. Such appointments exist for faculty members who focus principally on the campus's teaching needs, industry- and community-outreach needs, and career-preparation needs of students. Clinical/teaching/practice faculty typically do not engage in scholarship but are expected to engage in service. Expectations for service are similar to those for tenure-track faculty. Clinical/teaching/practice faculty members teach the equivalent of seven three-credit-hour courses per academic year.

## **C. Associated Faculty**

Compensated associated faculty members are expected to contribute to the campus's mission via teaching. The characteristics of associated faculty members' teaching duties may vary depending on the terms of their individual appointments. The standard teaching assignment for full-time lecturers is eight courses per academic year.

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

#### **D. Parental Modification of Duties**

The campus strives to be family-friendly in its efforts to recruit and retain high-quality faculty members. To this end, the campus is committed to adhering to parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption.

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

#### **X. COURSE OFFERINGS & TEACHING SCHEDULES**

The dean/director delegates authority over course offerings and teaching schedules to the associate dean for academic affairs, who will annually develop a schedule of course offerings and teaching schedules in consultation with area coordinators and, when necessary, with individual faculty members. While every effort will be made to accommodate the individual preferences of faculty, the campus's first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester or, in rare cases, will be assigned administrative or service duties.

#### **XI. ALLOCATION OF CAMPUS RESOURCES**

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

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

The Space Committee will allocate offices for tenure-track faculty on the basis of seniority, but in creating plans to renovate space, the dean/director and other decision-makers will consider levels



of productivity, the desire of faculty in the same or similar disciplines to be grouped together, and the efficiency and quality of service that grouping staff together might encourage.

The allocation of salary funds is discussed in the Appointments and Review Procedures document.

## **XII. LEAVES & ABSENCES**

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

### **A. Discretionary Absences**

Faculty are expected to complete an Application for Business Leave form (available at <https://busleave.osu.edu>) well in advance of a planned absence (e.g., to attend a professional meeting or to engage in consulting) to provide time for its consideration and approval and to assure that instructional and other commitments are covered. When completing the form, faculty must enter a description of how they will manage any teaching responsibilities while they are away. Discretionary absence from duty is not a right and the dean/director retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence of ten or more consecutive business days (see Faculty Rule [3335-5-08](#)).

### **B. Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the dean/director know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For details, see the [Policy on Paid Leave Programs](#).

### **C. Unpaid Leaves of Absence**

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

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

leaves of absence require the approval of the dean/director, the faculty member's TIU head and college dean, the Office of Academic Affairs, and the Board of Trustees.

#### **D. Faculty Professional Leave**

Information on faculty professional leaves is presented in the [Policy on Faculty Professional Leave](#) in the [Office of Academic Affairs Policies and Procedures Handbook](#). The information provided below supplements these policies.

Faculty members who desire an FPL should discuss the matter with the dean/director and their TIU head during their annual evaluation or as soon thereafter as possible. The dean/director and TU head will consult and indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the dean/director, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the end of autumn semester of the preceding year, except when the development of an unexpected opportunity precludes such timing.

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

### **XIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING**

Information on faculty supplemental compensation is presented in the 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.

Ohio State Newark adheres to these policies in every respect. In particular, Ohio State Newark expects faculty to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the dean/director regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the campus. In addition, it is university policy that faculty may not spend more than one business day per week on 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.

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

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

#### **XIV. FINANCIAL CONFLICTS OF INTEREST**

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

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

#### **XV. GRIEVANCE PROCEDURES**

Ohio State Newark faculty and staff members with grievances should discuss them with their supervisors, who will review the grievances as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances.

##### **A. Salary Grievances**

A tenure-track or clinical faculty member who believes that their salary is inappropriately low should discuss the matter with the dean/director. An associated faculty member who believes that their salary is inappropriately low should discuss the matter with the associate dean for academic affairs. A staff member who believes that their salary is inappropriately low should discuss the matter with their supervisor. The complainant should provide documentation in support of the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the dean/director and wish to pursue the matter may be eligible to file a more formal salary appeal. Please see the [Office of Academic Affairs Policies and Procedures Handbook](#) for more information.

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

## **B. Faculty Misconduct**

Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule [3335-5-04](#). The dean/director will refer any allegations of research misconduct to the senior vice president for research or the [Office of Research Compliance](#) in line with the university's research misconduct policy (see <http://orc.osu.edu/regulations-policies/misconduct/>).

## **C. Faculty Promotion and Tenure Appeals**

Promotion and tenure-appeal procedures are set forth in Faculty Rule [3335-5-05](#).

## **D. Sexual Misconduct**

The university's policy and procedures related to sexual misconduct are set forth in [Office of Institutional Equity Policy 1.15](#).

## **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. Complaints involving allegations of harassment, discrimination, or sexual misconduct must be referred to the Office of Institutional Equity.

Students should direct informal complaints about courses and instructors that are not complaints of sexual misconduct to the Ohio State Newark ombudsperson. When such complaints are grade grievances and are not resolved to the student's satisfaction, the ombudsperson should refer the student to Faculty Rule [3335-8-23](#). When such complaints allege that a faculty member has failed to meet their obligations as a faculty member, has committed acts or omissions which otherwise impair their effectiveness in meeting these obligations, has engaged in grave misconduct, research misconduct, has committed nontrivial financial fraud, or has otherwise violated university rules, the ombudsperson should refer the student to Faculty Rule [3335-5-04](#), and notify the dean/director.

If the complaint is against a tenure-track faculty member, the dean/director will confer with the TIU head to determine if sufficient evidence exists to warrant referring the complaint to the college dean. If the complaint is against a lecturer, the dean/director will appoint an investigative committee, chaired by the associate dean for academic affairs, to investigate the matter as fully and fairly as possible, and will provide a response to both the students and any affected faculty member. For more information, please see the [University Faculty Rules](#).

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. When problematic situations arise, faculty should seek the advice and assistance of the dean/director and others (e.g., the director of student life, the director of public safety, and the associate deans) who have appropriate knowledge of policies and procedures. In particular, evidence of academic misconduct must be brought to the attention of the [Committee on Academic Misconduct](#) by way of the associate dean for academic affairs. For questions about student conduct please see the [Code of Student Conduct](#).

## **APPENDIX A—STAFF REPORTING TO BOTH COTC AND OHIO STATE NEWARK**

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

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

The committee shall solicit input from members of the campus community who participate in interviews. The committee considers input from the campus community in its deliberations and then presents the names of acceptable and unacceptable finalists to the administrators, making sure that it expresses the opinions of all committee members. The committee also provides the criteria it used to evaluate and select finalists and summarizes specific information regarding the strengths and weaknesses of each finalist and explains any cases in which it finds a finalist unacceptable. When considering comparably qualified candidates, the committee will strongly regard affirmative action and diversity goals.

The administrators jointly select the person for the position and jointly negotiate terms of appointment with the candidate. The Office of Human Resources prepares the official offer letter for signature by both administrators. Offer letters will include the following statements:

### **First Paragraph of Offer Letters**

Ohio State-Paid Position: I am pleased to offer you the position of [title] at The Ohio State University at Newark (Ohio State Newark) and Central Ohio Technical College (COTC). This position is a full-time, senior administrative and professional staff/unclassified administrative and professional staff position beginning on date, at a salary/pay rate of \$\$\$\$. You will be paid bi-weekly/monthly. You will report to [name and title of COTC administrator], and [name and title of Ohio State Newark administrator]. You will be responsible for providing services to both institutions and representing their best interests. Because the position is Ohio State-paid, your employment is subject to all rules, regulations and policies of The Ohio State University.

COTC-Paid Position: I am pleased to offer you the position of [title] at The Ohio State University at Newark (Ohio State Newark) and Central Ohio Technical College (COTC). The position is a full-time, senior administrative and professional staff/unclassified administrative and professional staff beginning on date, at a salary/pay rate of \$\$\$\$. You will be paid bi-weekly/monthly. You will report to [name and title of Ohio State Newark administrator], and [name and title of COTC administrator]. You will be responsible for providing services to both institutions and representing their best interests. Because the position is COTC-paid, your employment is subject to all rules, regulations and policies of Central Ohio Technical College.

### **Performance Reviews**

All staff members reporting jointly to the dean/director and COTC president serve at the pleasure of the two executives. Following their respective institution's evaluation procedures, the dean/director and the COTC president annually evaluate their shared direct reports. Other Ohio State Newark or COTC

administrators who share supervisory responsibilities with an administrator from the partner institution follow their respective institution's evaluation and supervisory policies and procedures.

### **Salary and Equity Adjustments**

Upon receipt of the university guidelines for salary increases, administrators with shared direct reports jointly decide on salary increases for the staff that report jointly to them. The criteria for merit increases shall be in accordance with COTC and university guidelines. Recommendations for Ohio State-paid staff that are at variance with the guidelines and instructions of the university are subject to documented justification and individual review and approval or disapproval by the university's Office of Human Resources.

An annual review of salaries for equity adjustments is the responsibility of the chief of staff, who reports recommendations to the dean/director and the COTC president.

## APPENDIX B—DUTY ARRANGEMENTS FOR TENURE-TRACK FACULTY

Duty arrangements vary from faculty member to faculty member. Table 1 presents the five standard arrangements for tenure-track faculty at the Newark campus.

**Table 1. Duty Arrangements**

Duty Arrangement	Description	Salary Percentages		
		Teaching	Research	Service
<b>Teaching-Enhanced</b>	Teaches 21-24 contact hours (approximately 7-8 3-credit courses)	.70 - .80	.00 - .20	.10 - .30
<b>Teaching-Concentrated</b>	Teaches 18 contact hours (approximately 6 3-credit courses)	.60	.20 - .30	.10 - .20
<b>Balanced</b>	Teaches 15 contact hours (approximately 5 3-credit courses)	.50	.40	.10
<b>Service-Concentrated</b>	Teaches 12-15 contact hours (approximately 4-5 3-credit courses)	.40 - .50	.20 - .30	.30
<b>Research-Concentrated</b>	Teaches 12 contact hours (approximately 4 3-credit courses)	.40	.50	.10

One contact hour equates to one hour of lab or 55 minutes of lecture. For all teaching assignments, courses are typically taught during autumn and spring semesters. In exceptional cases, some courses may be shifted to the summer session. Because contact hours vary by course, the number of courses for faculty members on the balanced assignment typically varies. It is also important to note that these percentages are approximations and an individual faculty member's contribution may exceed the percentages. Other special circumstances may require negotiation with the dean/director. The minimum service contribution is 10%. The sum of the teaching, research, and service contributions must be 100%. Faculty may request an adjustment to their salary percentages for duty arrangements where percentage ranges are specified.

### Tenured Faculty

**Balanced.** The balanced duty arrangement is assigned to tenured faculty who are consistently meeting or exceeding research expectations. During the annual review process, the dean/director will examine the research evaluations conducted by the TIU. If the faculty member is determined to be meeting or exceeding research expectations (score of 3.0 or higher), they will remain on the balanced-teaching arrangement for the following year. If the faculty member is determined to be failing to meet research expectations (score less than 3.0) for at least three consecutive years, they may be assigned to the teaching concentrated-teaching arrangement for the following year.

**Teaching-Concentrated.** Tenured faculty who wish to serve the campus through a duty arrangement that emphasizes teaching somewhat more than research may ask the dean/director for a teaching-concentrated duty arrangement. Additionally, the dean/director may assign teaching-concentrated duty arrangements to tenured faculty who are not consistently meeting research expectations. During the annual review process, the dean/director examines the research evaluations conducted by the TIU. If the faculty member is determined to be failing to meet research expectations (score less than 3.0) for at least three consecutive years, the dean/director will indicate in the annual review that the faculty member will be switched to the teaching-concentrated arrangement in the next academic year.

**Teaching-Enhanced.** Tenured faculty who wish to serve the campus through a duty arrangement that heavily emphasizes teaching may ask the dean/director for a teaching-enhanced duty arrangement. Additionally, the dean/director may assign a teaching-enhanced duty arrangement to tenured faculty who

are not consistently meeting research expectations and may not be active in research or scholarly activity. Typically, such a transition occurs after a faculty member has already received a teaching-concentrated duty assignment.

During the annual review process, the dean/director examines the research evaluations conducted by the TIU. If the faculty member is not involved in research and scholarly activity, with research scores falling below 3.0 for two or more years since transition to the teaching-concentrated duty arrangement, the dean/director will indicate in the annual review that the faculty member will be switched to the teaching-enhanced arrangement in the next academic year. A faculty member on the teaching-enhanced arrangement whose research has returned to the level of meeting expectations may request a change in their duty arrangement.

Research-Concentrated. This arrangement is intended for faculty who have demonstrated outstanding research productivity. Budget and course schedule permitting, the dean/director considers faculty members who have exceeded research expectations (research rating of 4.0 or greater) for at least the past three years, or who are experiencing extenuating circumstances requiring increased research involvement, for the research-concentrated duty arrangement. Although a TIU head typically indicates that a faculty member's research is outstanding by giving them a rating of 5.0, some TIU heads assign ratings between 4.0 and 5.0 (e.g., 4.5), and there is some variation in TIU heads' "grading." The dean/director considers these factors and may consult with the Committee on Duty Arrangements when deciding on whom to invite to apply for a research-concentrated duty arrangement.

August. In evaluating applications, the dean/director consults with the Committee on Duty Arrangements. Faculty on the research-concentrated arrangement can request an adjustment to their salary percentages, based on the guidelines presented in Table 1. Faculty on this arrangement are not eligible for supplemental teaching, as that would defeat the purpose of the arrangement.

Service-Concentrated. In some instances, special service activities may be especially heavy. In cases where such assignments address needs at the Newark campus, and are supported by the administration, the dean/director makes appropriate adjustments to teaching and research assignments to offset those additional service activities. Many faculty voluntarily take on a variety of professional activities that constitute service. These activities often benefit the campus, the faculty member's department, or the university and, to the extent possible, should be taken into account in considering a faculty member's total set of duties. However, fairness to other faculty and the campus's need to meet its programmatic obligations may become issues when a faculty member seeks relief from campus obligations in order to devote considerable time to professional interests that may not contribute to campus goals. The dean/director may decline to approve such requests for service-concentrated assignments when they do not appear to be in the best interest of the campus.

Requesting a Different Duty Arrangement. In August, a faculty member may request a different duty arrangement for the academic year that will start the following August. In considering such requests, the dean/director will consult with the faculty member's TIU head.

Duty Arrangements for Faculty Holding Special Appointments. Area coordinators are appointed by the dean/director and receive a reduced teaching assignment, and/or an administrative attachment, depending on the extent of duties. Coordinators often perform a combination of the following duties: recruiting lecturers and assisting in their supervision and evaluation, recommending a schedule of courses and teaching assignments to the associate dean for academic affairs for the next academic year, developing and managing the budget for the area, coordinating library acquisitions for the area, developing long-term plans to ensure that students can complete a degree in the area in four years, providing informal advising for students majoring in the coordinator's discipline, conducting assessments of learning outcomes for



students in the area's GE courses, overseeing undergraduate research experiences, managing any awards the area bestows, facilitating extracurricular events, providing program information to faculty and staff, holding meetings for area faculty, and chairing search committees for faculty positions in the area.

The coordinator position for the education programs typically includes these additional duties: assisting with enrollment projections, meeting with coordinators from other smaller campuses, deciding on course petitions, deciding on OBR requests, communicating with various administrators on the Columbus campus, and

The chairs of the Faculty Assembly and the Academic Affairs Committee receive adjustments to their duty arrangements. Typically, they receive a three-credit-hour reduction in teaching during their year of service as chair.

### **Probationary Faculty**

Recognizing that new assistant professors need time to develop their pedagogies and research agendas, and to gain experience serving on campus committees, the campus assigns the balanced duty arrangement to assistant professors. The balanced duty arrangement will continue throughout their probationary period (i.e., through the year in which they undergo review for promotion and tenure). Assistant professors whose contracts are not renewed or who do not earn tenure will receive the teaching-concentrated duty arrangement during the terminal academic year. Courses are typically taught during autumn and spring semesters, but in exceptional cases, some courses may be shifted to the summer session.

In exceptional cases, and at the discretion of the dean/director, assistant professors may request to bundle their course reductions in one academic year. Because contact hours vary by course, faculty members teaching the same number of contact hours may teach a different number of courses.

### **Teaching Activities Counted as the Equivalent of a Course**

If a faculty member believes that they need to engage heavily in teaching activities that go substantially beyond the delivery of standard courses, they may ask the dean to consider such activities—before they occur—as the equivalent of teaching a course. If necessary, the dean/director may consult with the Committee on Duty Arrangements regarding such requests. Faculty supporting certain majors, (e.g., our education majors and our psychology majors) routinely do such work. Any faculty member receiving such an adjustment must incorporate a narrative account of their work over the previous year into their Core Dossier for their annual reports. At the time of the annual review, the dean/director and associate dean for academic affairs review the Core Dossier to ensure that the faculty member has engaged in sufficient activity to merit counting the work as a course. If a faculty member has not sufficiently engaged in these additional duties, then the dean/director will adjust the faculty member's teaching assignment for the next year accordingly.