

PATTERN OF ADMINISTRATION
FOR THE OHIO STATE UNIVERSITY LIBRARIES
 (Approved 4/2020; OAA Approved 5/8/2020)

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PATTERN OF ADMINISTRATION FOR THE OHIO STATE UNIVERSITY LIBRARIES

I INTRODUCTION*

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

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Vice Provost and Dean of University Libraries. However, revisions may be made at any time. Changes, which will be made in consultation with Libraries faculty, will be disseminated to the faculty via electronic mail and incorporated in the document mounted on the Libraries' Web site. All revisions, as well as periodic reaffirmation, are subject to approval by the Office of Academic Affairs.

The Libraries is a shared resource for all units of this university. Administratively, the Libraries is defined as the Columbus campus libraries. Not included in this administrative definition of the Libraries are: the Health Sciences Library, the regional campus libraries, the Agricultural Technical Institute (ATI) Library, the Law Library, the Ohio Agricultural Research and Development Center (OARDC) Library, and special libraries administratively managed by various departments.

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

II VISION, MISSION, AND VALUES

A Vision Statement

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

B Mission Statement

The University Libraries promotes innovative research and creative expression; advances effective

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teaching; curates and preserves information essential for future scholarship and learning; and shares knowledge and culture with the people of Ohio, the nation, and the world.

C Values

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

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

III ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website: <https://oaa.osu.edu/academic-rights-and-responsibilities>.

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.

For purposes of governance, a member of the Libraries faculty is any person within the Libraries, the Health Sciences Library, regional campus libraries or the ATI and OARDC Libraries who holds a tenure-track faculty appointment of 50% or more, with the rank of Instructor, Assistant Professor, Associate Professor, or Professor.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in the Libraries is provided in the Appointments, Promotion and Tenure Criteria and Procedures document https://oaa.osu.edu/sites/default/files/uploads/governance-documents/university-libraries/Libraries-APT_2019-12-10.pdf.

V ORGANIZATION OF UNIVERSITY LIBRARIES

The organization of the Libraries administration comprises the Vice Provost and Dean, the Assistant and Associate Deans (ADs), and Chief Administrative Officer which form the Libraries Executive Committee. For further details of the organizational structure, see the chart at <https://library.osu.edu/document-registry/docs/1018/stream>.

VI OVERVIEW OF UNIVERSITY LIBRARIES ADMINISTRATION AND DECISION MAKING

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

VII LIBRARIES ADMINISTRATION

A The Dean

The Vice Provost and Dean of University Libraries ("the Dean," for the remainder of this document) serves as the chief executive officer of the Libraries and head of the Tenure Initiating Unit (TIU). The Dean is an ex officio member of the Senate, the Council of Deans (Faculty Rule 3335-3-22, <https://trustees.osu.edu/bylaws-and-rules/3335-3>), and the Graduate Faculty (Faculty Rule 3335-5-29, <https://trustees.osu.edu/bylaws-and-rules/3335-5>) and Office of Academic Affairs Leadership group.

The Dean shall be appointed by the Board of Trustees upon nomination of the President. Before making this nomination, the President shall confer with the Executive Vice President and Provost who, in turn, shall confer with representatives of the faculty of the Libraries and with the Council on Distance Education, Libraries and Information Technology (DELIT) ([Section A of Faculty Rule 3335-3-28](#)). DELIT shall advise the Executive Vice President and Provost on the appointment of a Dean (Section B.4 of Faculty Rule 3335-5-48.2, <https://trustees.osu.edu/bylaws-and-rules/3335-5>).

The Dean shall have the responsibility and authority for administering the Libraries under the jurisdiction of that office. In the discharge of duties, the Dean shall be advised by DELIT (see Faculty Rule 3335-5-48.2, <https://trustees.osu.edu/bylaws-and-rules/3335-5>). The Dean shall report to the President through the Executive Vice President and Provost (Section B of Faculty Rule 3335-3-28, <https://trustees.osu.edu/bylaws-and-rules/3335-3>).

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

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

1. Develop, in consultation with the faculty, a Pattern of Administration with specified minimum content.

2. Secure the resources necessary to support the Libraries' vision, mission, strategic directions and service values.
3. Ensure the distribution of a schedule of all regular faculty meetings to each faculty member prior to the beginning of each academic term.
4. Ensure the maintenance of all faculty meeting minutes and records of all other actions covered by the Pattern of Administration.
5. Ensure, in accordance with [Faculty Rule 3335-6](#), the maintenance of a document that sets forth the criteria and procedures for appointment, promotion, and tenure. (See Appointments, Promotion, and Tenure Criteria and Procedures for the University Libraries, https://oaa.osu.edu/sites/default/files/uploads/governance-documents/university-libraries/Libraries-APT_2019-12-10.pdf).
6. Consult with the faculty on matters of high-level policy. Such consultation will, whenever practical, be undertaken at a meeting of the faculty as a whole. The Dean will solicit the advice of the Faculty Advisory Council and other relevant faculty committees before submitting an issue for consensus at a meeting of the faculty.
7. Recognize in principle the presumption favoring majority faculty rule on all matters covered by the Pattern of Administration. Further, whenever majority faculty rule is not followed, the Dean shall explain the reasons for the departure, in writing when possible, or at a faculty meeting. Except in extreme circumstances, this statement of reasons shall be provided to the faculty before the departure occurs, and the faculty shall be given an opportunity to comment.
8. Consult with the faculty through the Faculty Advisory Council, and when appropriate, the faculty as a whole, on matters of personnel and budget. Through faculty representation on search committees, consult with the faculty during the search process and in the review and selection of new faculty members for appointment. Oversee the hiring and supervision of staff.
9. Promote improvement of the library system by ensuring regular evaluation of services and administrative processes through the use of recognized instruments and methods. Wherever available, comparable data from peer institutions should be utilized. In general, such evaluation should include responses solicited from constituencies served by the unit.
10. Encourage and support research and educational development.
11. Ensure that all faculty, regardless of their assigned duties, are offered the full privileges and responsibilities appropriate to a faculty member (see Section X - Policy on Faculty Duties and Responsibilities), and to lead in maintaining a high level of morale.
12. Ensure that adequate training, supervision and continuing education are available to all members of the faculty and staff.

13. Evaluate faculty members periodically in accordance with criteria approved by the Board of Trustees and subject to instructions from the Executive Vice President and Provost, and also according to supplemental criteria established by the Libraries.
14. Inform faculty members when they receive their annual review of their right to review their primary personnel file and to place in that file a response to any evaluation, comment or other material contained in the file.
15. Promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluations by students of the course and instructors, and periodic course review by the faculty (Section C of Faculty Rule 3335-3-35, <https://trustees.osu.edu/bylaws-and-rules/3335-3>).

B Associate and Assistant Deans and Chief Administrative Officer

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

1. Consult with faculty on matters of policy.
2. Support the Dean to fulfill the Libraries' vision, mission, strategic directions and service values.
3. Support the Dean in their responsibilities as listed above in VII A.

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

C Libraries Committees

Faculty and staff members may serve on a variety of standing committees, task forces, and ad hoc committees. The Dean or their designee is an ex officio member of all these groups and may vote as a member on all committees except the Committee on Appointment, Promotion and Tenure. Members of the Executive Committee are not eligible to be elected to governance committees. Faculty or staff that assume role on the Executive Committee during the academic year shall not continue to represent faculty or staff into the next academic year.

1 Faculty Governance Committees

- (a) Faculty Advisory Council: Serves as a vehicle through which the Dean and the Executive Committee consult the faculty on matters of planning, policy, and other items of general interest. It meets the requirement in Faculty Rule 3335-3-35, <https://trustees.osu.edu/bylaws-and-rules/3335-3>,

that the Dean have a means to consult with the faculty on significant decisions. It also provides a mechanism for communicating to the Dean the sentiments and advice of the faculty.

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

(b) Committee on Appointment, Promotion, and Tenure (AP&T): Assists the eligible faculty in managing personnel and promotion and tenure issues. The committee consists of twelve elected members, with a minimum of two Professors. The committee's membership is elected; the chair is determined by the committee. The term of service is three years. A faculty member can be re-elected after a period of one year off the committee. Terms are staggered.

The AP&T document can be accessed here: <https://oaa.osu.edu/governance.html>.

(c) Committee on Faculty Benefits, Responsibilities, and Research (CFBRR): The committee promotes research activities by library faculty. It administers faculty travel and development funds and reviews Special Assignment and Faculty Professional Leave applications. It advises those engaged in research and considers issues related to faculty benefits, obligations, and status. This committee is composed of seven members, a minimum of four of whom are tenured and two untenured. The chair is tenured and members are elected to three-year terms.

(d) Faculty Hearing Committee

The Faculty Hearing Committee reviews complaints filed against faculty and acts in accordance with Faculty Rule 3335-5-04, <https://trustees.osu.edu/bylaws-and-rules/3335-5>. The committee consists of five members and five alternates elected from all tenured faculty, except current members of the Hearing Committee. The membership is elected to terms of four years.

Operational Guidelines for the Faculty Hearing Committee can be accessed here:

<https://library.osu.edu/document-registry/docs/360/stream> .

(e) Faculty Review Board

The Faculty Review Board performs an ombudsman function for members of the faculty by providing informal and formal (if needed) appeals procedures for differences which cannot be settled through normal administrative channels. The work of the board is advisory and to provide a disinterested review of specific problems in a manner that is free from interference, restraints, or reprisal. The committee consists of five elected members of the faculty serving two-year staggered terms. The committee acts in accordance with Faculty Rule 3335-5-05, <https://trustees.osu.edu/bylaws-and-rules/3335-5>.

Operational Guidelines for the Faculty Review Board can be accessed here:

<https://library.osu.edu/document-registry/docs/361/stream> .

2 General Committee Procedures

The appointment of an individual to one or more committees may be based on rank, position, and/or assignment within the Libraries. Membership on other committees and task forces is open to all

members of the faculty or to faculty and staff where appropriate. Some may require particular representation or tenure for eligibility.

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

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

As necessary, the committee may appoint a secretary to record and distribute minutes of the meetings. The Chair of each committee shall report, as appropriate, to faculty and staff, through publication of minutes or summaries of minutes via the Libraries' newsletter and/or electronic mail and/or presentations at meetings for which minutes will be distributed to all Libraries' personnel. All Faculty Governance committees, as defined in section VII C 1 of this document, will report annually at a regular faculty meeting according to a schedule developed by the Faculty Advisory Council.

3 Other Standing Committees

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

4 Task Forces and Ad Hoc Committees

Task forces and ad hoc committees are more flexibly constituted, both in membership and in duration, than are Standing Committees. They are appointed and charged by the Dean, by other administrators, or by the faculty as a whole, to investigate and advise on specific issues. The most common type of ad hoc committee is the Search Committee, which is involved in the appointment, promotion and tenure process. The composition and role of the Search Committee is described more fully in the Appointment, Promotion, and Tenure Criteria and Procedures for the University Libraries document. See https://oaa.osu.edu/sites/default/files/uploads/governance-documents/university-libraries/Libraries-APT_2019-12-10.pdf.

5 University Bodies and Committees

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

The University Senate is a unicameral body consisting of administrators, faculty, staff, and student members (Faculty Rule 3335-5-37, <https://trustees.osu.edu/bylaws-and-rules/3335-5>). Faculty are elected from each college for three-year terms, and the Libraries has two elected Faculty Senators. The Dean is an ex officio member of the Senate, the Council of Deans (Faculty Rule 3335-3-22, <https://trustees.osu.edu/bylaws-and-rules/3335-3>), and the Graduate Faculty (Faculty Rule 3335-5-29, <https://trustees.osu.edu/bylaws-and-rules/3335-5>).

Libraries faculty are eligible to serve on a variety of Senate committees and task forces. Should the Libraries be invited or requested to appoint a faculty member to university-wide committees or task

forces, the Dean shall consult with the Faculty Advisory Council and the Executive Committee.

VIII FACULTY BUSINESS

A Faculty Meetings

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

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

1 Agenda

The agenda shall be determined by the Faculty Advisory Council and the Faculty Secretary in consultation with the Dean. It shall include items submitted by the Faculty Secretary, individual faculty members, and chairpersons of committees and task forces. New business shall always be an agenda item.

2 Conduct of the Meeting

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

3 Guests

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

4. Minutes

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

B Voting Procedures

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

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

2 Votes on Policies, Issues, etc.

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

Special policies pertain to voting on personnel matters, and these are set forth in the Libraries' Appointments, Promotion, and Tenure document, https://oaa.osu.edu/sites/default/files/uploads/governance-documents/university-libraries/Libraries-APT_2019-12-10.pdf.

For important issues concerning all faculty, an electronic ballot will always be employed, and an electronic vote may be requested by any faculty member on any issue. Electronic ballots will be distributed by the Faculty Secretary with a deadline of three weeks from their issuance; supporting documentation will be posted on the Libraries' Web site. Voting results will be reported when a decision has been reached by a majority or the deadline has been reached, whichever occurs first.

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

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

C Amendments to Governance Documents

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

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

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

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

D Faculty Secretary

The Faculty Secretary shall be a member of the tenure-track faculty, nominated by the Faculty Advisory Council or any member of the tenure-track faculty, or by themselves, and elected by the faculty in June of each year. The term of office shall be for two calendar years, The Secretary may serve consecutively no more than two terms. A document describing the responsibilities of the Faculty Secretary can be accessed here: <https://library.osu.edu/document-registry/docs/363/stream>.

IX GUIDELINES FOR ASSIGNED AND UNASSIGNED TIME

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

A Definitions

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

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

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

B Implementation

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

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

X GUIDELINES ON FACULTY DUTIES AND RESPONSIBILITIES

The university's policy with respect to faculty duties and responsibilities is set forth in the Office of Academic Affairs Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.3, <https://oaa.osu.edu/policies-and-procedures-handbook>. The information provided below supplements these policies.

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

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

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

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

The above guidelines do not constitute a contractual obligation. Fluctuations in demands and resources in the Libraries and in the individual circumstances of faculty members may warrant temporary deviations from the policy.

A Special Assignment

Information on special assignments is presented in the Office of Academic Affairs Special Assignment Policy, https://oaa.osu.edu/sites/default/files/links_files/specialassignment_0.pdf. The information provide below supplements this policy.

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

Eligibility: All tenure-track full-time faculty members are eligible for a special assignment. A SA could be granted for up to one academic semester depending on the time needs and merits of the project. SAs should not be granted unless faculty members can be released from most duties; some expectations (e.g., attendance at P&T meetings) can still be anticipated in accordance with the Library's guidelines. SAs are not a faculty entitlement. They are awarded competitively to promote the regular production of faculty scholarship and creative activity. CFBRR makes recommendations on awarding of SA to the Dean, who makes the final determination.

B Parental Modification of Duties

The Ohio State University Libraries strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the Libraries is committed to a parental modification of duties that provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the OHR [Parental Care Guidebook](#).

The faculty member requesting the modification of duties for childbirth/adoption and the Dean should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the Dean.

XI POLICY FOR TEACHING COURSES AT THE OHIO STATE UNIVERSITY

Libraries faculty are encouraged to participate in the development and teaching of new and existing credit courses when it enhances their ability to connect with and serve constituents and as described in this document. These policies pertain only to teaching courses at The Ohio State University.

When teaching courses at other institutions, including Kent State SLIS, Libraries employees should observe the university's [Conflict of Commitment Policy](#) and also submit the [Paid External Consulting Approval Form](#) to document supervisory approval of these activities.

- Developing and teaching of library related credit courses, those where the primary focus is student development of research and information literacy skills or engagement with Libraries collections, will be considered assigned time. Although some faculty may teach other types of courses under certain circumstances and with supervisory approval, that work is considered an overload (outside normal work responsibilities) and should be compensated by the offering unit.
- Librarians who wish to propose any new course offering should consult first with their immediate supervisor or Associate Dean and follow the approval procedures required by the offering unit. Proposals for courses to be offered as a part of the Libraries' curriculum must be reviewed by the Libraries' Teaching and Learning Committee as the first step in the university's course approval process.
- Librarians who are invited to teach a course offered by another department at The Ohio State University, including its regional campuses and the Office of Distance Education and eLearning, must submit the university's [Internal Supplemental Compensation Approval Form](#) (regarding time devoted to the preparation and teaching of the course and compensation) to their immediate supervisor or Associate Dean and the academic department. This document will be forwarded to the Dean of University Libraries, the Director of the Health Sciences Library, or the appropriate regional campus Dean/Director for final approval.
- Librarians must use the university's Student Evaluation of Instruction (SEI) form to evaluate their teaching performance. Courses that are part of the Libraries' curriculum will also be assessed on a regular basis by the Teaching & Learning Committee.
- Librarians must participate in peer evaluation of teaching, according to the procedures of the Teaching & Learning Committee.
- Joint appointments should be considered if a librarian is devoting a significant amount of time to classroom teaching for another department on a regular basis.

XII ALLOCATION OF LIBRARIES' RESOURCES

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

A Guidelines for Allocating Libraries Research Funds

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

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

Eligibility: Proposals may be submitted by any member of the tenure-track faculty except those who will be terminating their affiliation with the Libraries within the current fiscal year. Proposals for projects connected with completion of degree requirements will ordinarily not be considered. Members of CFBRR are eligible for grants but must absent themselves from the review process.

Procedures for applying for Libraries research funds can be accessed here:
<https://library.osu.edu/document-registry/docs/996/stream>.

B Guidelines for the Allocation of Faculty Travel Funds

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

Eligibility: All Libraries faculty (excluding HEA, LAW, and regional campus faculty) are eligible to apply for travel funds. Faculty traveling for specific work/job related reasons should seek administrative funding.

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

Procedures for applying for faculty travel funds can be accessed here:
<https://library.osu.edu/document-registry/docs/366/stream>.

XIII LEAVES AND ABSENCES

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies 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 are expected to complete a travel request or an [Application for Leave form](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right, and the Dean or their designee retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)) and must be requested on the [Application for Leave form](#).

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 or their designee know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). For additional details see OHR [Policy 6.27](#).

C Guidelines for Faculty Professional Leave

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

Eligibility: A tenure-track faculty member with at least seven continuous years of service at The Ohio State University may be granted professional leave. Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves and can be accessed here: <https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>. The information provided below supplements these policies. Faculty become eligible for their next leave after completion of seven continuous years of service following the end of the previous professional leave. A professional leave may not be a terminal leave. In accepting such leave, faculty recognize their responsibility to return to the Libraries for at least one year thereafter.

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

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

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

Criteria: In evaluating FPL proposals, CFBR places the greatest weight on the merits of the proposal in light of the professional development of the faculty member and the advancement of the academic mission of the Libraries. Further criteria, as well as application procedures, can be accessed here: <https://library.osu.edu/document-registry/docs/1001/stream>.

D Unpaid Leave of Absence and Entrepreneurial Leave 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](#).

XIV SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

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

Faculty 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 and Assistant deans and individuals who receive an administrative stipend) 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 a Libraries faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to them, such textbook or material may be required for a course by the faculty member only if (1) the Dean or designee has approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate Libraries committee reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

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

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

XVI GRIEVANCE PROCEDURES

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

The university's policies with respect to nondiscrimination and sexual harassment are set forth in OHR policies 1.10 and 1.15, <https://hr.osu.edu/policies-forms>.

The university's anonymous reporting line is available to all faculty and staff at <https://secure.ethicspoint.com/domain/media/en/gui/7689/index.html>.

A Faculty Salary Appeals Process

The process for faculty salary appeals is outlined in the OAA Policies and Procedures Handbook, <https://oaa.osu.edu/policies-and-procedures-handbook> (see Chapter 3: Appeals, Section 2.0). The appellant should follow the OAA procedure, with the following local specifications:

- The committee responsible for handling faculty salary appeals is the Faculty Review Board (FRB).

- The appellant is responsible for documenting the case, but salary, procedural, and other supporting information may be requested from the Libraries' Human Resources Department by the appellant or the FRB.
- Since the Libraries acts as both the academic unit and the Tenure Initiating Unit (TIU), the salary appeals process is a single-level review (as described in Section 2.2.3 of the Handbook). The 'Academic Unit Head' and the 'Dean/Dean-Director' referenced in the Handbook are the same person – the Dean of University Libraries.
- The FRB makes a recommendation to the Dean, who makes the final decision. The Dean's decision may be appealed to the Provost under the circumstances described in the OAA Handbook.
- Libraries faculty at regional campuses should follow the salary appeals process described in the OAA Policies and Procedures Handbook (see Volume 2: Faculty, Chapter 4: Appeals, Section 2.4).

B Faculty Promotion and Tenure Appeals

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

C Faculty Hearing Committee

The Faculty Hearing Committee reviews complaints filed against faculty and acts in accordance with [Faculty Rule 3335-5-04](#) (Hearing procedures for complaints against faculty). Operational Guidelines for the Faculty Hearing Committee can be accessed here: <https://library.osu.edu/document-registry/docs/360/stream>.

D Faculty Review Board

The fundamental responsibility of the Faculty Review Board is to perform an ombudsman function for members of the faculty who have been unable to resolve specific problems through the normal administrative channels. Formal guidelines are described in the Faculty Review Board Operational Guidelines, which can be accessed here: <https://library.osu.edu/document-registry/docs/361/stream>. Faculty members should be aware that the Review Board's role is purely advisory and is used to provide a disinterested review of specific problems.