

MERSHON CENTER
FOR INTERNATIONAL SECURITY STUDIES



**The Mershon Center for International Security Studies
Pattern of Administration**

February 2022

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Introduction

This document, called the Pattern of Administration (POA), describes the organization, policies, and procedures of the Mershon Center for International Security Studies that govern leadership and staff, endowed chairs and designated faculty, senior faculty fellows, faculty fellows, postdocs, graduate fellows, and non-Ohio State affiliates. The POA is not a replacement for other rules and procedures published by the university but should be viewed as a supplement. It must be revised or reaffirmed on the appointment or reappointment of the center director, as well as with the appointment or reappointment of the associate dean of Interdisciplinary Studies and Community Engagement for the College of Arts and Sciences. The center director will provide an advisory note to the associate dean of Interdisciplinary Studies and Community Engagement and governance committees on approving changes to the POA. The policies and procedures in this document are in accordance with the *(Rules of the University Faculty)*, and changes in the rules take precedence over statements in this document. The approved and most updated version of this document will be available on the Mershon Center's website and on the College of Arts and Sciences and the Office of Academic Affairs' websites.

This Pattern of Administration is subject to continuing revision. Revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the College of Arts and Sciences and the Office of Academic Affairs.

Center Mission

The mission of the Mershon Center is to advance interdisciplinary research and collaborative approaches to international, national, and human security.

Endowments

The Mershon Center was formally established by The Ohio State University Trustees in 1967. It is the fulfillment of a bequest by Col. Ralph D. Mershon to the university for the exploration of matters pertaining to national security and principles of good citizenship. Much of the center's annual operating budget comes from the Ralph D. Mershon Fund along with smaller endowments established to support peace studies research, peace outreach, and conflict resolution student scholarship support.

Institutional Alignment

The Mershon Center is a non-degree granting educational unit engaged in research and related service. As an endowed center, Mershon is uniquely situated as both a "University Center," reporting to the Office of Academic Affairs, and a "College Center," reporting to the College of Arts and Sciences.

Research and Programming Strategy

The Mershon Center encourages collaborative interdisciplinary research and programming projects within the university and in conjunction with other institutions around the world. It supports research and programming by individual faculty members, interdisciplinary teams, and through cross-sectoral initiatives. The center also organizes local, national, and global conferences, symposia, and workshops that bring together scholars, government officials, nongovernmental organizations, and civic leaders to discuss the latest research and policy frameworks in national and international security. Research and programming initiatives focus on the following themes:

- International Security
- National Security
- Human Security

Overview of Center Administration and Decision Making

Organization of Mershon Center Leadership

Director

The director provides strategic direction and leadership for the programmatic and administrative activities of the Mershon Center. They are responsible for leading the center in developing and maintaining a robust, high-quality research program. The director is appointed to a four-year term by the associate dean for Interdisciplinary Studies and Community Engagement in consultation with the executive dean for Arts and Sciences. The associate dean for Interdisciplinary Studies may appoint an ad hoc committee formed explicitly for this purpose. Required qualifications for appointment include a tenured or tenure-track faculty appointment, a research program that aligns with the center, the ability to foster interdisciplinary initiatives; outstanding publication, grant-writing, and teaching record; experience as an administrator and in engaging policy communities. The director is reviewed during the penultimate year of appointment with the possibility of renewal for a second term. They are evaluated with input from Mershon faculty fellows, graduate fellows, staff, and other key stakeholders. The director leads the senior management team, and reports to the associate dean of Interdisciplinary Studies and Community Engagement.

Associate Director

The associate director provides strategic and technical leadership for the programmatic and administrative peacebuilding activities at the Mershon Center. They are responsible for supporting the center in fostering and maintaining evidence-based research, sound policy, and effective interventions that strengthen human security and encourage durable peace. The associate director leads external engagements including building partnerships, public outreach, and developing international collaborations. Additionally, they design, lead, and facilitate public events such as conferences, symposia, and international learning platforms. The associate director is appointed by the director, in consultation with the associate dean for Interdisciplinary Studies and Community Engagement, Mershon faculty fellows, staff, and graduate fellows. The associate director is part of the senior management team, reports to the director, and is classified as an administrative/professional position.

Business and Operations Manager

The business and operations manager provides leadership for all administrative, fiscal, HR, and communication components of the Mershon Center, including the day-to-day operations of all the Center's activities and projects. They have experience preparing and managing budget activities, working with endowed funding, and effectively supervising the operations of an office. It is their responsibility to collaborate with the director to prepare budget projections and plans; maintain fiscal records; prepare budget reporting; advise the director regarding finances and reports; act on behalf of the director with general authority to approve business transactions and administrative policies and procedures; and serve as a liaison between the Mershon Center and the College of Arts and Sciences. The business and operations manager is appointed by the director, with input from Mershon faculty, staff, and/or graduate fellows. The business and operations manager is part of the senior management team, reports to the director, and is classified as an administrative/professional position.

Communications Specialist

The communications specialist provides strategic communications direction to advance the Center's reputation and credibility both nationally and internationally. They prepare digital and print materials including announcements, newsletters, website content, and the annual report to a broad spectrum of audiences including Ohio State communications, external media, internal and external news outlets, and social media. The communication specialist analyzes trends in Center activity engagement; provides advice and expertise on media formats to ensure clarity and accuracy in Mershon's initiatives; monitors and updates social media and web presence to increase relevant traffic and engagement; and is responsible for the management and maintenance of the Center's website. They are appointed

by the director, with input from Mershon faculty, staff, and/or graduate fellows. The communications specialist reports to the business and operations manager and is classified as an administrative/professional position.

Office Associate

The office associate provides support for the center's administrative, programming, and grant development initiatives. They coordinate event activities including travel arrangements, purchases and reimbursements for all guests, managing the center's calendar, and acting as the main customer service representative. The office associate also manages all competitive grant and award applications, assists in compiling application materials for external grant requests, maintains electronic records, answers inquiries, and distributes applicant materials to appropriate committees. They maintain, record, and archive center meeting agendas and minutes, and they manage the student workforce, including hiring, evaluation, scheduling, and the assignment of duties. The office associate reports to the business and operations manager and is classified as a civil service position.

Organization of Mershon Center Fellows and Affiliates: Appointments, Responsibilities, Evaluation

Mershon Endowed Faculty Chairs and Designated Professors

The Mershon Center supports three endowed chairs:

- Gen. Raymond E. Mason Jr. Chair in Military History
- Wayne Woodrow Hayes Chair in National Security Studies
- Chair in Peace Studies and Conflict Resolution

These positions are filled by distinguished faculty members who lead critical research and educate the next generation on issues related to international security in a global context. Endowed Chair positions are joint appointments between the Mershon Center and an academic unit. See *The Ohio State University Policy for Joint Faculty Appointments*. The selection process is collaborative, inclusive of Mershon fellows, College of Arts and Sciences administration, and academic unit faculty. Appointments are subject to approval by the dean of the College of Arts and Sciences, the Office of Academic Affairs, and the Board of Trustees. Only the board of trustees can establish a chair or professorship and appoint an individual to hold that position. The appointment term for endowed chairs is five years. Evaluation of the appointment is based on the accomplishments of the endowed chair holder specific to the position. Renewal of the appointment is based upon the evaluation criteria (see below), the recommendation of the Mershon Center director and review committee, the academic unit chair, the associate dean of Interdisciplinary Studies and Community Engagement, and the dean of the College of Arts and Sciences.

The Mershon Center currently supports two designated professorships:

- Ralph D. Mershon Professor of International Security
- Ralph D. Mershon Professor of Human Security

Designated professorships are joint appointments between the Mershon Center and an academic unit. They may be awarded in recognition of excellence in teaching, research, and service. This is an honorific title, not a new faculty rank. The selection process follows the *Ohio State University Policy for Joint Faculty Appointments*. Proposals for appointments must include the justification for creating the designated professorship, specify the post-holder's roles and responsibilities, include institutional funding stream contributions, and any budgetary requests. Upon receiving and reviewing a proposal, the director will seek input from the associate dean of Interdisciplinary Studies and Community Engagement, and the dean of the College of Arts and Sciences. The director will then convene the oversight committee for review, discussion, and potential approval. Only the oversight committee can establish a newly designated professorship and appoint an individual to hold that position. Renewal of the appointment is based upon the evaluation criteria (see below), the recommendation of the Mershon Center director and the oversight committee, the academic unit chair, the associate dean of Interdisciplinary Studies and Community Engagement, and the dean of the College of Arts and Sciences. The length and proportion of the appointment is negotiated with the dean of the College of Arts and Sciences and the board of trustees. Designated professors are eligible for subsequent terms based on a favorable review.

Responsibilities

Endowed chairs and designated professorship holders are expected to provide leadership and impact throughout their term. Examples of leadership include, but are not limited to, designing and leading multi-investigator programs, developing and executing high impact research, influencing national and international policy related to international security, creating innovative educational programs and curricula, and encouraging interdisciplinary collaborations across the university. Additionally, each year, as an expression of their leadership at the center, they must disseminate information about their research (white paper, journal article, book, etc.), and host at least one program such as a campus-wide event, speaker series, symposium, conference, panel or policy discussion, or blog series.

Endowed chairs and designated professors will be provided with a programming budget to fulfill these responsibilities.

Hiring and Search Procedures

Because endowed chairs and designated professors hold joint appointments with an Ohio State tenure initiating unit (TIU), search procedures to fill these positions necessarily involve collaboration between Mershon and other Ohio State units. Collaborative searches to fill these positions will be conducted through the following process:

- 1) When an endowed or designated position becomes available, the Mershon director will advertise the position widely across relevant disciplines and will reach out to the chairs of relevant departments, colleges, and schools to encourage them to cultivate potential applicants.
- 2) Once a pool of applicants has been identified, the Mershon director will reach out to the chair or director of each TIU that could potentially serve as a home for an applicant and will ask the TIU to nominate their most preferred candidate for the position.
- 3) The Mershon director will convene a search committee consisting of Mershon Fellows representing each department that has nominated a candidate, as well as representatives from at least two TIUs that have not nominated a candidate.
- 4) The Mershon search committee will evaluate the nominated candidates and make a recommendation to the dean of Interdisciplinary Studies and Community Engagement regarding invitations for interview(s).
- 5) Two interview processes will be conducted in parallel: one at Mershon and one at the candidate's potential TIU.
- 6) Following the interview process the Mershon search committee will convene and make a recommendation to the dean of Interdisciplinary Studies and Community Engagement regarding the extension of an offer.
- 7) If the committee's recommendation is approved, the chair or director of the potential TIU for that candidate will seek a statement of support for extending an offer to the candidate from their TIU.
- 8) If the TIU votes affirmatively, then the Mershon Director will work with the chair or director of the relevant TIU and with the dean of Interdisciplinary Studies and Community Engagement to formulate and extend an offer to the candidate.

Evaluation Criteria

Endowed chairs and designated professors meet with the director at least once a semester to discuss their research and programming contributions to the center. At the end of the academic year, they provide a report of their activities during that year, sending it electronically to the Mershon Center director with copies to their academic unit chair, the associate dean of Interdisciplinary Studies and Community Engagement, the dean of the College of Arts and Sciences, and the director of the Office of Investments. This report should include relevant research, teaching, and service activities, as well as an accounting of how allocated funds were spent.

During the penultimate year of the endowed chair or designated professor's term, a comprehensive report must be provided by the holder with copies sent to the Mershon Center director, to their academic unit chair, the associate dean of Interdisciplinary Studies and Community Engagement, the dean of the College of Arts and Sciences, and if endowed, the director of the Office of Investments. Guidelines are provided. For endowed chair positions, if the dean of the College of Arts and Sciences, in consultation with these university leaders, deem it appropriate, they will provide the board of trustees a recommendation on whether the holder should be renewed for another five-year term.

Research and Program Leaders

Mershon fulfills its mission by supporting innovative research and programming. The center's broad goals are advanced by three committees focused on international, national, and human security respectively. Each program area is led by two faculty members from differing academic disciplines. These faculty serve a two-year term as program directors and are provided with annual program funding to create engaging and relevant interdisciplinary programming consistent with their substantive area. Outputs from programming are expected to enable future collaborations that will attract external funding and generate more significant opportunities to extend the center's

impact. The Mershon Center senior management team accepts nominations, invites, and appoints appropriate researchers with the necessary knowledge, facilitation skills, and technical expertise to serve as a leader for research and programming every two years.

Responsibilities

Research and program leaders formally assume strategic leadership for one of the center's thematic priorities and provide oversight for effective communication, cross-university collaboration, and fiscal accountability. To encourage broader faculty participation at the center, these leaders may not be endowed chairs, designated faculty, or members of the oversight or advisory committees. Research and program leaders facilitate activities, co-develop, and maintain a strategic vision and operational plan. Mershon expects that research and program leaders invest an average of 3-5 hours of their time per week on their activities during the fall and spring semesters and invest an average of 5 hours per month on activities during the summer. These hours include time spent planning events, conducting program-related administration, and attending program-related meetings and events. It does not include time spent conducting research, since that activity is intrinsically beneficial to the researcher. The weekly hours spent on program activities will vary over time and may be heavier during certain planning periods, and lighter at other times. Specific responsibilities may include generating coherent programming around a theme, developing and maintaining a budget, reviewing Postdoc and grant proposal applications, networking with and generating an intellectual community, and submitting research grant proposals to external funders.

Regardless of the nature of their affiliation with the Mershon Center, program leaders are compensated with a \$3,000 research fund for their time during each year that they serve in a leadership role. After they are allocated, these monies will be automatically carried forward for a second fiscal year. Research and program leaders may request additional carry-forward privileges from the director. As with any Mershon research fund, these monies can also be saved up or combined with other resources to provide a course buyout. Costs of a course buyout may vary by college and program leaders will need to address those requirements with their academic units. Separate from individual compensation of \$3,000, at the end of the academic year, any non-allocated program funding will revert under the fiscal discretion of the Mershon Center senior management team.

The research and program leaders' duties are to:

- Participate in an annual strategy review and development process
- Design and implement interdisciplinary programming consistent with their substantive area.
- Oversee the annual grant competitions related to their substantive area.
- Interview, select, and manage a Mershon postdoc, who will contribute 10 hours each week to intellectual leadership, designing, implementing, and administrating programs.
- Submit an annual research and programming brief for the Mershon website.
- Submit an annual evaluation of their research and programming portfolio to the director.

Selection Criteria

Individual proposals will be evaluated on following criteria:

- Provides narrative description of overall concept, strategy, goals, activities, and outputs for the next two years.
- Addresses current policy issues relating to international, national, and human security.
- Demonstrates interdisciplinary methodological boundaries leading to cross-fertilization and dialogue across Ohio State departments, international and/or national governments and organizations.
- Links important normative and theoretical work, high-level empirical research, and applied research in ways that address real world problems; or uses a multidisciplinary and/or mixed-method approach to address complex problems and important challenges related to global security.
- Shows high potential to produce new and/or innovative knowledge through conferences, publications, applied research projects, external collaborations, and outside funding.
- Demonstrates potential to stimulate intellectual activity within the Mershon community and throughout Ohio State on critical international, national, and human security issues; contribute to relevant contemporary debates.

Evaluation Criteria

At the end of each year, each of the research and program leadership teams provide a program brief, sending the report electronically to the Mershon Center director. This report should include relevant internal and public programs, updates on grant competition research, policy influence and impact, new synergies and innovation, and an accounting of how allocated funds were spent. It will be uploaded onto the website and made available to the public. By the end of the second year of the program cycle, a comprehensive report must be provided to the center director to be shared with governance committees, synthesized into the annual report, and posted on the website.

Postdoctoral Scholars

Mershon postdoctoral scholars pursue research on national and international security in a global context. They are drawn from a wide range of disciplinary perspectives, approaches, and substantive foci. Postdoctoral scholars at the Mershon Center pursue their own research, offer support and input to one of the research and programming initiatives, and participate in the activities of the center.

Selection Criteria

Requirements:

- Completion of PhD prior to start date.
- Research focus on issues relating to international, national, and human security.

Preferred Competencies:

- Research area:
 - increases breadth of theoretical, methodological, disciplinary diversity at the center;
 - links important normative and theoretical work, high-level empirical research, and applied research in ways that address real world problems;
 - and intersects with the work of a Mershon Center faculty fellow.
- Experience with planning and working on administrative details.
- Demonstrated research productivity.
- Demonstrated ability in working independently.
- Demonstrated ability in working with a team.

Senior Faculty Fellows

Mershon Senior faculty fellows include endowed chairs, designated professors, research and program leaders, and other faculty who serve in leadership positions at the center. (See specific designations for appointment criteria, responsibilities, and evaluation criteria.) They foster an environment conducive of rigorous and relevant intellectual engagement, professional development, and the well-being of students, faculty, and staff.

Faculty Fellows

Faculty fellows intermittently participate in Mershon leadership and outreach activities including grants competitions, award committees, search committees, conference, and speaker series planning; or they have received research awards from the Mershon Center in the past three years. They are expected to support and engage in center activities at least three times during the year.

Graduate Fellows

Graduate fellows are students who have received research support from the Mershon Center for the current academic year. Awardees are expected to attend at least three Mershon related events, share their research, attend three graduate fellow meetings, and send an electronic report to the associate director by the end of May describing their

research and an accounting of how allocated funds were spent. As an expression of financial and intellectual equity across departments, no more than 30 percent of grants will be allocated to students from any single department. The Mershon Center's vision is to balance its investment to establish approaches to security studies by taking risks on less familiar methods and questions that may offer new avenues to understanding.

Non-Ohio State Affiliates

A non-Ohio State affiliate is a scholar who participates in Mershon Center activities but is not associated with The Ohio State University. Generally, these affiliates include researchers, policy experts, or intervention specialists partnering with the center on a current project.

Visiting Professors

Requests for Visiting Professorships must be received by January 1 of the preceding academic year, and will be reviewed during January, with notification of decisions sent by the beginning of February. The review committee members will be selected by the director of the center. There is no assumption that visiting professorship invitations will be offered.

Mershon Governance: Committee Appointments and Responsibilities

Policy and program decisions are made in several ways: by the director, the Mershon Center senior management team, the director's executive council, the research and program leaders, the advisory committee, the oversight committee, specially appointed ad hoc committees, and by the associate dean of Interdisciplinary Studies and Community Engagement. The nature and importance of any individual matter determines how it is addressed. Center governance proceeds on the general principle that the more important and strategic the matter to be decided, the greater the need for transparency, input, and inclusive participation in decision making. Open discussions and consensus, both formal and informal, constitute the primary means of reaching decisions of central importance.

Senior Management Team

The Mershon Center's senior management team consists of the director, the associate director, and the business and operations manager. They meet regularly to maintain clarity around strategic priorities and operational goals, offer programmatic and fiscal guidance, ensure collaboration, complementarity, and compliance across the center's leadership activities, programs, and research, and to facilitate effective reporting and communication. The senior management team also considers, approves, or recommends special requests to the advisory committee that are new or do not fall under the current strategic plan.

Director's Council

The director's council is comprised of all faculty members holding endowed chairs or designated professorships at the Mershon Center. The director will meet with the council at least once per semester to review their programming plans for the center as well as any other strategic matters that the director wishes to address. Although this council does not hold formal decision-making power, the influence of its members' leadership and scholarly expertise is vital to the center.

Research and Programs

Research and programming are a central focus of the center's activity. Each of Mershon's security-related priorities is governed by two senior faculty fellows. Under their discretion, leaders design, implement, and oversee research projects and programming in their thematic area. Each leadership team includes scholars from at least two different disciplines. Leadership selection, research projects, and programming are intentionally designed to be interdisciplinary in scope, such as distinctions between the humanities and social sciences, normative and empirical orientations, qualitative and quantitative research strategies, and gender differences.

Research and program leaders also collaborate with one another across these potential boundaries to produce an annual plan for research and programming, as well as a budget for these activities. These leaders meet with the senior management team on a regular basis to approve planning and budgets, to set goals for productivity, to assess progress in achieving those goals, and to agree upon revisions, updates, and new directions as appropriate. (See [Programming and Research Leaders](#) overview for duties, selection, and evaluation.)

Advisory Committee

The Mershon Center advisory committee consists of five to seven Ohio State-appointed faculty, administrators, and graduate student members who do not have a significant conflict of interest or hold multiple roles at the center. Appointed by the director, in consultation with the associate dean of Interdisciplinary Studies and Community Engagement, members serve three-year terms. The committee meets quarterly to provide advice on strategic direction, program effectiveness, and to offer support to the center.

The advisory committee's duties are to:

- Participate in an annual strategy review and development process

- Offer ideas and input into current and future strategies, priorities, programs, and activities
- Encourage and support the director's effective leadership and decision-making
- Review and advise on any major changes to the Mershon Center's strategic plan and programming
- Perform other duties consistent with its charge as assigned by the center director or the associate dean of Interdisciplinary Studies and Community Engagement

Oversight Committee

In accordance with *The Ohio State University's Faculty Rule 3335-3-36* re: centers and institutes, the director of the Mershon Center reports to an oversight committee appointed by the associate dean of Interdisciplinary Studies and Community Engagement. It is comprised of the dean of Interdisciplinary Studies and Community Engagement, three military officers from the leadership of Ohio State ROTC, and at least five tenured faculty members from The Ohio State University. The director consults regularly with the oversight committee on issues pertaining to the endowment, budget, and finance. The committee is responsible for recommending financial policies, goals, and budgets that support the mission, values, and strategic goals of the center. The committee also reviews the organization's financial performance against its goals including an annual financial review. Additionally, the oversight committee recommends policies that maintain and improve the financial health and integrity of the center; reviews and recommends an annual operating budget consistent with the long-range financial plan and financial policies; monitors the financial performance of the center against approved budgets, long-term trends, and industry benchmarks; requires and monitors corrective actions to bring the center into compliance with its budget and other financial targets. Decisions are taken by consensus as much as possible. In the event a consensus cannot be reached, a proposal must be approved by a majority of the committee members to be deemed approved; the fact that no consensus has been reached, and the results of the vote are to be disclosed to the associate dean of Interdisciplinary Studies and Community Engagement together with a proposal. This committee will meet twice per year, once in the spring semester and once in the fall. At the spring meeting the oversight committee will review and approve the Mershon annual budget. At the fall meeting, the oversight committee will review and approve the Mershon annual expenditure report.

Search Committees

For each open endowed chair and designated professor position, a search committee will be appointed by Mershon Center director with input from the associate dean for Interdisciplinary Studies and Community Engagement. The Mershon Center director chairs the search committee and is a non-voting member. Any faculty selection process follows *The Ohio State University Policy for Joint Faculty Appointments*. The Mershon Center director will create an MOU with the academic unit chair regarding the definition and parameters of the position, and the process for recruiting and hiring of faculty. Based upon feedback from interviews, job talks, and input from key stakeholders, the search committee will vote and make a recommendation to the Mershon Center director. In the event of a tie decision, the director will cast a deciding vote. Academic units must also vote for approval of the faculty hire. Upon consent of the academic unit, and the academic chair, the Mershon Center director will make a recommendation to the associate dean of Interdisciplinary Studies and Community Engagement, who will forward the recommendation on to the dean of the College of Arts and Sciences. If approved, the dean will make the appointment (if a designated chair) or make a recommendation to the board of trustees (if an endowed chair).

Ad Hoc Committees

Ad hoc committees function on a short-term basis, with a clearly defined and specific goal or task. Membership structure is stated and clearly defined and there is a termination date. Selection of ad hoc committees may be determined by the dean of the College of Arts and Sciences, the associate dean of Interdisciplinary and Community Engagement, the center director, and the advisory committee.

Awards and Scholarships

Edgar S. Furniss Book Award

The Edgar S. Furniss Book Award commemorates the founding director of the Mershon Center and is given annually to an author whose first book makes an exceptional contribution to the study of national, international, or human security.

The winning author receives a cash award and is invited to address the Mershon Center community. The award committee is convened by the Furniss book chair, appointed by the director, and is comprised of three additional Mershon fellows who have also been appointed by the director.

Chadwick F. Alger Peace and Conflict Resolution Endowed Student Support Fund

The Alger Scholarship became an official endowment and was first distributed mid-fiscal year 2020. The fund seeks to advance the study of peace and conflict resolution by providing an annual scholarship to one or more enrolled Ohio State undergraduate students who are engaged in research on peace studies and conflict resolution or will study abroad in a formal university program devoted to peace studies and conflict resolution. Applications or nominations for the scholarship are made during the proposal cycle and distributed prior to the end of the fiscal year. Applications and nominations are reviewed by a committee made up of three Mershon fellows. The award is distributed as a scholarship through tuition and fees as appropriate. Any funding remaining at the end of the fiscal year will revert to the fund principle.

Selection Criteria

Applicants are evaluated using the following criteria:

- Is an undergraduate student at Ohio State.
- Demonstrates interest in peace, conflict resolution, or international governance (course selection, summer jobs, internships, etc.).
- Has experience or ambition to actively engage in building peace or conducting peace related research/honors thesis.
- Demonstrates financial need.

Organization of Mershon Programs

While the central focus of the Mershon Center is on the development of security-related research and programming, it is also home to several complimentary research programs and partnerships. Leadership of each of these programs and partnerships is distinct from the two-year research and programming cycle and maintains an independent identity within the center. These programs may be developed under the director's discretion in accordance with the center's strategic plan or emerge from partnership synergies and current trends related to international, national, and human security. Each program has unique parameters, budgetary streams, timeframes, and evaluation criteria that are outlined in a memo of understanding between the director or the associate director and the program's leadership team.

The Program for the Study of Realist Foreign Policy

The Program for the Study of Realist Foreign Policy addresses issues of foreign policy and grand strategy through a realist perspective. Activities include annual conferences and symposia.

The Comparative National Elections Project (CNEP)

The Comparative National Elections Project (CNEP) is a partnership among scholars who have conducted election surveys on five continents. Founded in the late 1980s, it now includes 59 surveys from 1990 to 2020 in 30 different countries, with multiple election surveys in 16 countries.

Conflict to Peace Lab

The Conflict to Peace Lab (C2P) is a research initiative that links good research, effective practice, and sound policy to foster durable peace. Lab researchers, global policy makers, and local partners work together to activate evidence-based policies and intervention models that support international peacebuilding in communities affected by political violence.

Quantum Social Science Program

The Mershon Center's Quantum Bootcamp is a response to a lack of quantum expertise at the most elementary level in the social sciences. The Bootcamp introduces students and scholars at all stages, from across the social sciences, to the potential utility of quantum theory for their work.

Postdoctoral Scholar Program

The Mershon postdoctoral scholars pursue research on national and international security in a global context. They are drawn from a wide range of disciplinary perspectives, approaches, and substantive foci. Postdoctoral scholars at the Mershon Center pursue their own research, offer support and input to one of the research and programming initiatives, and participate in the activities of the center. See [Postdoctoral Scholars description](#) for selection criteria.

National Security Simulation

The Ohio State National Security Simulation bridges the gap between classroom learning and the real world. Held every other year, this professional skills development exercise involves professional, graduate, and undergraduate students from across campus. Over two busy days, students studying or with backgrounds in law, intelligence, the military, policy (including political science, history, and international affairs), communications, and business management assume their respective roles in and out of government. Students work with and are mentored by practitioners in senior roles. Together, they manage real-world international and domestic security problems in real-time. Player decisions determine the simulation's outcomes.

Milburn Endowed Fund for Peace Studies

The Milburn Endowed Fund for Peace Studies was established to support the outreach and education activities of the holder of the endowed chair in peace studies. The chair in peace studies will use the funds at their discretion with the intention that it supports education about peacekeeping: keeping disputants apart, mediation of conflict, and constructing more positive relations between disputing parties.

The Episcopal Diocese of Southern Ohio Endowment for Peace Studies Outreach

The income generated by this endowment will be used to support off campus programs on peace studies administered by the director in cooperation with the endowed faculty chair in peace studies.

Organization of Mershon Center Partnerships and Collaborations

As a public research university in the land-grant tradition, the Mershon Center is positioned to serve as a catalyst, bringing academic researchers and policy practitioners into a process of mutual learning and engagement. The center's administrative team and faculty fellows actively seek to develop national and global networks, and collaborative partnerships to share research, knowledge, and to inform policy interventions. Partnerships may be developed under the director or associate director's discretion in accordance with the center's strategic plan or emerge as a result of programming and Mershon faculty fellow research related to international, national, and human security. Formal partnerships have unique parameters, budgetary streams, timeframes, and evaluation criteria that are outlined in a memo of understanding between the director and the partner.

Divided Community Project

The Divided Community Project (DCP) is a coalition of U.S. leaders and institutions committed to the belief that dispute resolution practitioners, policy makers and scholars can make a tangible, constructive contribution to helping leaders and citizens in communities fractured by tensions, unrest, and civil discord. The Mershon Center and DCP are collaborating on a three-year project (April 2021-March 2024) to pursue Truth and Reconciliation Commission (TRC)-style initiatives to address issues of racial inequities and injustice in Columbus, Ohio, and several other cities around the country. The center has pledged its expertise and international perspective on TRC processes and will offer technical support to the project throughout its implementation.

International Consortium

The International Consortium is a network of individuals and organizations from around the world who convene through electronic learning platforms and bi-annual in-person events to identify, share, and develop locally informed research, policy, and practices that support truth-seeking, (re)integration, justice, healing, reparations, and durable peacebuilding efforts during times of transition. Core founders of this consortium include scholars, administrators, policy framers, and peace practitioners from The Ohio State University, Ulster University, Queen's University-Belfast, Bradford University, Harvard University, Stanford University, the Corrymeela Peace Centre, and Northern Ireland's Executive Authority.

Research Grant Competitions

The Mershon Center meets its goal of supporting innovative and interdisciplinary research through a combination of three distinct grant competitions. The research and program leaders for international, national, and human security oversee the annual competition cycle and make awards by the first week of May.

Catalyst Grant Program

The Catalyst program awards one to three grants per year ranging from \$50,000 to \$150,000. Each award will be given for a period of two years, so that the Catalyst grant program comprises from \$100,000 to \$300,000 of Mershon's annual research budget. The purpose of a Catalyst grant is to motivate and stimulate new and innovative research. These projects are interdisciplinary in scope and include more than one scholar. This is a multi-year award with the expectation of some public outreach, inclusive of academic and non-academic publications.

Call for proposals: Mid-January

Proposals due: Mid-April

Awards Announced: First week of May

Selection Criteria

Proposals will be evaluated on the following criteria:

- Research plan specificity with ambitious and innovative scope of project.
- Addresses current policy issues relating to international, national, and human security.
- Interdisciplinarity and/or methodological boundaries, which may lead to cross-fertilization across Ohio State departments, international and/or national governments and organizations.
- Uses a multidisciplinary and/or mixed-method approach to address complex problems and important challenges related to global security.
- Links important normative and theoretical work, high-level empirical research, and applied research in ways that address real world problems.
- High potential to produce new and/or innovative knowledge through conferences, publications, applied research projects, external collaborations, and outside funding.
- Potential to stimulate intellectual activity within the Mershon community and throughout Ohio State on critical international, national, and human security issues; contribute to relevant contemporary debates.
- Includes a detailed budget (appropriate and fiscally feasible) with narrative justification.
- Plan is clear, compelling, and addresses how the research will enable submission of a large, externally-sponsored grant proposal by the end of the two-year performance period; leveraging plan included.

Faculty Research Grant Program

The Mershon Center offers one-year seed grants to promote the study of international, national, and human security that eventually results in external funding. These grants can be used to collect or acquire data, conduct preliminary analysis, develop interdisciplinary collaborations, or other activities that help strengthen the research agenda. Approximately five to eight research grants per year totaling up to \$100,000 per year are awarded. Applicants must be Ohio State faculty or have PI status at Ohio State. The center especially encourages applications from junior faculty.

Call for proposals: Mid-January

Proposals due: Beginning of March

Awards Announced: Late March/early April

Selection Criteria

Proposals are evaluated using the following criteria:

- Research plan specificity.

- Addresses current policy issues relating to international, national, and human security.
- Links important normative and theoretical work, high-level empirical research, and applied research in ways that address real world problems.
- Uses a multidisciplinary and/or mixed-method approach to address complex problems and important challenges related to global security.
- High potential to produce new and/or innovative knowledge through conferences, publications, applied research projects, external collaborations, and outside funding.
- Promotes outside collaborations and external funding.
- Includes a detailed budget (appropriate and fiscally feasible) with narrative justification.
- Interdisciplinarity and/or methodological boundaries leading to cross-fertilization across Ohio State departments, international and/or national governments and organizations.

Student Research Grant Program

The student research grant program awards approximately 15 grants per year totaling up to \$75,000. The center's understanding of international security draws from a wide range of perspectives, approaches, and substantive foci. Consequently, successful applicants may come from a variety of disciplines, including anthropology, communications, economics, geography, history, law, philosophy, political science, public affairs/administration, psychology, sociology, and other disciplines that engage international security broadly conceived. As an expression of financial and intellectual equity across departments, no more than 30 percent of grants will be allocated to students from any single department.

Call for proposals: Mid-January
 Proposals due: Beginning of March
 Awards Announced: Mid-March

Selection Criteria

Proposals will be evaluated on the following criteria:

- Quality of research proposal and specificity of research plan.
- Addresses current policy issues relating to international, national, and human security.
- Links important normative and theoretical work, high-level empirical research, and applies research in ways that address real world problems.
- Supports the completion of a student's academic program (thesis, project, dissertation research)
- Uses a multidisciplinary and/or mixed-method approach to address complex problems and important challenges related to global security.
- Faculty endorsement is strong, offering insight on overall quality of candidate
- Budget is detailed, appropriate, and fiscally feasible.

Policies

Fiscal

The Ohio State University's endowment administration is responsible for fund accounting and financial reporting functions for the long-term investment pool which includes gifted endowments (both university and foundation) and various long-term operating funds. Distribution of funds for all established endowments are based on the number of shares and the performance of the long-term investment pool. The investment strategy determined by the university's office of business and finance is designed to deliver long term, risk adjusted returns to grow and protect the value of the endowment funds. Annual distributions are determined by the treasurer's office and distributed respectively based on the number of shares in the long-term investment pool. Values of the distribution vary based on market conditions but in a way to mitigate large fluctuations year to year. Distribution is 4.5 percent of an 84-month (seven year) average of the long-term investment pool market value per share.

Mershon's annual budget allocations are estimated in the spring for the subsequent fiscal year beginning July 1. The office of the treasurer announces estimated distributions for the next fiscal year throughout late winter and early spring. The business and operations manager works with the director to develop the estimated allocations toward individual spending lines including administrative support staff, faculty and chair salaries, operating expenses, education and programming, partnership development, and competitive research awards. The business operations manager estimates costs of known expense lines (staff, contractual obligations with faculty and other partnerships) and any remaining estimated expense allocations based on the director's agenda for the year. All expense allocation amounts are estimated between the director and business and operations manager to meet the needs of the center and to ensure adherence to The Ohio State University's expenditure policies.

Use of any unused or unallocated monies in Mershon's endowment funds remain under the discretion of the center director. The business and operations manager updates the director on spending habits and balances and advises on potential options including reinvestment into the fund principle, a hold on any spending or allocation, or redistribution of funding toward other expenses.

Budgetary

Budget Cycle

The Mershon Center operates on a fiscal year calendar starting July 1 through June 30. Annual allocations for the upcoming fiscal year are determined in the previous spring. No new projects or expenditures for the upcoming fiscal year will be permitted until the annual budget is approved by the center's oversight committee or with special approval from the oversight committee chairperson. Expenditures for the next fiscal cycle may occur prior to July 1 distribution by the office of business and finance using previously allocated but unspent funds or carryforward from the previous fiscal year.

Budget Approval and Control

The director has the authority to control the proposed allocations and will present the plan for the fiscal year to the center's oversight committee. The meeting to present the budget will occur by mid-April each year. The director is responsible for conveying justification of the estimated expenditure allocations for the current year and informs the committee of any new allocations or other potential budgetary issues or concerns. The oversight committee may provide suggestions to any estimated budget lines. During the annual meeting, the oversight committee gives official approval of the next year's fiscal budget, and the center is released to launch its programs and activities.

Mershon Center will present a budget allocation plan that will not over exceed the annual distribution payouts for any funds. Special consideration will be made in certain circumstances but justification and written approval from the oversight committee chair is required. In the event any account is overdrawn from its distributed available funds and carryforward, the center will redistribute expenses to other funds as appropriate.

Off Cycle Budgetary Revisions or Special Requests

Off-cycle funding allocations under \$5,000 can be made solely by the director without approval from the oversight committee or Mershon senior management team. Off-cycle allocations between \$5,000-\$20,000 can be made by the director with approval from the Mershon senior management team (made up of the associate director and business and operations manager) without the approval from the oversight committee. Off-cycle funding in excess to \$20,000 will require approval from the Mershon senior management team and chair of the oversight committee.

Any modifications (not new allocations) to the approved budget will adhere to the same standards as off-cycle funding request.

Fiscal Year Close Out

The center will produce an annual expenditure report detailing the expenses for the previous fiscal year in comparison to the respective approved budget. The annual expenditure report will be produced during the later summer or early fall with distribution of the report occurring prior to the end of the calendar year (December 31). This report will be distributed to the oversight committee and any subsequent follow up between the committee and center director will be coordinated as appropriate by the oversight chair.

Externally Funded Projects

Mershon Center paid faculty, chaired positions, or students must include Mershon Center on any externally funded application or award at minimum 50 percent split with the principal investigators home department. Any amount of buyout on time from their regular duties constitutes a paid position with the Center. The director can negotiate with the principal investigator's (PI) home department chair/dean for any deviation from this amount with sufficient reasoning, but any deviation will need to be approved by the senior management team.

Any faculty, staff, or graduate project funded through a Mershon Center competitive grant that generates an awarded external project must include Mershon Center in the facilities and administrative cost (F&A) split. The expected percentage of split with the scholars' home department will be 50/50, however circumstances outlined below regarding claim to F&A.

- Mershon will require 100% of F&A for any projects awarded to full time Mershon Staff and 50% FTE students.
- Mershon will require 75% split of F&A for projects that have been seed funded at \$50,000 and above.
- Mershon will require 50% split of F&A on projects that we administer and have provided any time release support related to this project to the PI(s) (direct course buyout or cumulative research funds reallocated as course buyout) or financial support under \$50,000. Mershon students at 25% FTE fall under this requirement.
- Mershon will require 25% split of F&A on projects supported with research funds less than \$50,000 and will not be administered by Mershon.

Awarded projects that have multiple PIs with different home departments will be split equitably. Projects administered solely by the center with an award amount above \$50,000 (award amount not including F&A) will require at least one administrative team member's time buyout (minimum amount described below).

Projects or individuals that were supported with Mershon funding that are awarded with external grants that do not include Mershon in the PA-005a and subsequent F&A distribution will retroactively need to be included in the split at the rate mentioned above. Deviations from these requirements can be negotiated by the director with the approval of the senior management team.

F&A Split with Scholar

The Mershon Center will grant 50 percent of any net F&A generated through externally funded projects back to the respective scholars as general research funds. Those funds can be used for any business purpose that advances the study of international, national, or human security. The scholar can wish to return any portion of their funds directly back to the Center for general use.

A higher percentage of the net F&A given to the center will be returned to the project PI who generated the funding if any percentage of time is bought out of the administrative team using the external awards. Sixty-five percent of the net F&A will be returned with one member of the administrative team is included in the project, 80 percent if two administrative team members are included, and 90 percent if three are included at a percentage of buyout. Five percent of the annual time of a team member would be the minimum percentage of time to count as one individual however time bought out will need to be consistent to the actual time spent toward the respective project/grant away from their other duties toward Mershon.

Non-F&A Awarded Projects

The Mershon Center will administer non-F&A generating external funding for faculty, staff, and students but request the minimum percentage of one member of the administrative team be included in the project (minimum requirement for buyout listed above). If the project awarded is less than \$50,000, this will not be required however the PI of the project must serve on a committee for the Mershon Center over the next year or provide another service (blog post, hosted presentation/workshop) toward the Center at the discretion of the director.

Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. Refer to <http://oaa.osu.edu/rightsandresponsibilities.html>.

Intellectual Property

In accordance with *The Ohio State's Intellectual Property policy*, The Mershon Center encourages faculty, staff, and students to engage in the creation and dissemination of knowledge, including works of authorship, and discoveries that can serve the public through open academic exchange and commercial development. The center is committed to creating a culture and infrastructure that nurtures these activities and highlights the capacity of its faculty, staff, and students to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge. The center recognizes the importance of intellectual freedom and autonomy of faculty, staff, and students.

All copyrights in instructional works, scholarly works, and artistic works whose creators are faculty members, except for software, remain with their creators. The university hereby assigns any of its copyrights in such works, insofar as they exist, to their creators. Such works will not be deemed university IP under this policy. The copyright in all other copyrighted materials whose creators are faculty members that are created within the scope of the creator's employment belong to the university. Notwithstanding the foregoing, postdoctoral research employees will have the same rights and obligations in copyrighted materials they create in their capacity as postdoctoral research employees that faculty have.

If the Mershon Center contracts for specific research such as but not limited to an academic peer-reviewed journal submission, a policy brief, white paper, or annotated bibliography, or if it contracts for the construction of a data base, software, blog site, or similar such outputs, those materials will be deemed the copyrighted property of the center.

Refer to: <https://tco.osu.edu/sites/default/files/pdfs/IP-Policy.pdf>

Grievances

Mershon staff and fellows with grievances should discuss them with the director who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. If a grievance relates to the Mershon Center director, staff and fellows should discuss them with human resources.

Types of grievances that may emerge include:

- Salary or compensation grievances
- Faculty misconduct: Any student, faculty, or staff member may report complaints against faculty members to the associate dean of Interdisciplinary Studies and Community Engagement. Pursuant to Faculty Rule 3335-5-04 <https://trustees.osu.edu/index.php?q=rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html> the dean may refer complaints to the college investigations
- Director, endowed chair, designated professors' renewal appeals
- Sexual misconduct: The university's policy and procedures related to sexual misconduct are set forth in the office of human resources policy 1.15 <https://hr.osu.edu/public/documents/policy/policy115.pdf>

Affirmative Action, Equal Employment Opportunity and Non-Discrimination and/or Harassment

The Ohio State University is committed to building and maintaining a diverse community to reflect human diversity and to improve opportunities for all. The university is committed to equal opportunity, affirmative action, and eliminating discrimination. This commitment is both a moral imperative consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law. All university policy is detailed in HR Policy 1.10 <https://hr.osu.edu/public/documents/policy/policy110.pdf>.

Appendix 1

ADMINISTRATIVE CALENDAR

Key

	Mershon Administration
	Research and Programming
	Grants Competition
	Advisory Committee
	Director's Council
	Oversight Committee
	Postdoc Program

August	
Week 1	Director's letter sent to leaders/fellows
	Postdoc program begins
Week 3-4	Governance committees reconvene
Week 4	Kick-off Event
September	
Week 1	First Fridays
Week 2-3	Research and Programming events begin
Week 3	Research and Programming Leadership meeting
October	
Week 1	First Fridays
Week 3	Research and Programming Leadership meeting
	Postdoc advertisement reviewed (bi-annually)
November	
Week 1	First Fridays
	Postdoc position advertised (bi-annually)
Week 2-3	Research and Programming Leadership meeting
	Advisory Committee quarterly meeting
December	
Week 1	First Fridays
Week 2	Oversite Committee bi-annual meeting
	Call for Research and Program Leadership proposals (bi-annual)
January	
Week 1-2	First Fridays
	Postdoc applications due (1/15)
	Review of Postdoc applicants begins
	Call for Catalyst Grants; Faculty Grants; Student Research Grant Proposals
	Director's Council meeting
Week 3	Postdoc interviews (bi-annually)
	Research and Programming Leadership meeting
Week 4	Postdoc decisions made; contractual process begins
February	
Week 1	First Fridays
	Research and Program Leadership proposals due (bi-annual)
Week 2	Advisory Committee Annual Strategic Planning session
	Faculty Grants and Student Research Grants announced

Week 3	Research and Programming Leadership meeting
	Research and Programming proposals/leadership announced (bi-annual)
	Postdoc contracts signed
March	
Week 1	Postdocs announced
	First Fridays
	Faculty Grant and Student Grant Proposals due
Week 2	Research and Programming budgets due (bi-annual)
Week 3-4	Research and Programming Leadership meeting
Week 4	Student Grant Awards announced
	Faculty Grant Awards announced
	Budget Overview and packets sent to Oversight Committee
April	
Week 1	First Fridays
Week 2-3	Oversight Committee bi-annual meeting
	Catalyst Grants due
Week 3	Research and Programming Leadership meeting
Week 4	Notifications sent: Research and Programming budget approval; Faculty and Student awards; scholarship recipients
May	
Week 1-2	Year-end celebration
	Catalyst Grant Awards announced
	Final Research and Programming Leadership meeting
	Final Director's Council meeting
	Final Advisory Committee meeting
Week 4	Research and Programming events for Fall kick-off (September) confirmed

Call	Posting by Date	Due	Announced
Postdoc applications	November 30	January 15	1 st week of March
Research and Program Leaders	December 15	February 1	3 rd week of February
Students Research Grants	January 10	March 1	Mid March
Faculty Grants	January 10	March 1	1 st week of April
Catalyst Grants	January 10	April 15	1 st week of May