

MERSHON CENTER
FOR INTERNATIONAL SECURITY STUDIES



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

August 2026

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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. The POA is not a replacement for other rules and procedures published by the university but should be viewed as a supplement. This document is subject to continuing revision. 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 dean of Social and Behavioral Sciences (SBS). The center director will provide an advisory note to the relevant leadership and governance committees upon 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 & 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 leadership of the College of Arts and Sciences and the Office of Academic Affairs.

Center Mission

The Mershon Center advances interdisciplinary and collaborative research in national, international, and human security to engage scholars, policymakers, and the public.

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, in ways that “promote, encourage, and carry on civilian military education and training in the United States and its territories.” Much of the center's annual operating budget comes from the Ralph D. Mershon Fund along with smaller endowments established to support programs such as 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 dean of Social and Behavioral Sciences, in consultation with the executive dean of the College of Arts and Sciences, and/or with input from an ad hoc committee formed explicitly for that purpose. Criteria for appointment include status as a tenured or tenure-track faculty member who can foster interdisciplinary initiatives and whose research aligns with the center; outstanding publication, grant-writing, and teaching records; and experience as an administrator and in engaging policy communities. The director is periodically reviewed, with the possibility of renewal for a second term. They are evaluated with input from Mershon faculty fellows and affiliates, graduate affiliates, staff, and other key stakeholders. The director leads the senior management team, and reports to the dean of Social and Behavioral Sciences.

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 dean of SBS, Mershon faculty fellows, staff, and graduate student affiliates. 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, and HR 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 student affiliates. 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 student affiliates.

Associate Manager

The associate manager 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 associate manager 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.

Organization of Mershon Center 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 affiliates, College of Arts and Sciences administration, and academic unit faculty. The vice provost and executive dean of the College of Arts and Sciences approves the appointment for endowed faculty positions and makes a recommendation to 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 dean of Social and Behavioral Sciences, and the vice provost and executive 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 a new position, 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 dean of SBS, and the vice provost and executive dean of the College of Arts and Science. The director will then convene the oversight committee for review, discussion, and 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, dean of Social and Behavioral Sciences, and the vice provost and executive dean of the College of Arts and Sciences. The length of the initial appointment is negotiated with the vice provost and executive 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

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 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 SBS 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 SBS 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 SBS 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 dean of Social and Behavioral Sciences, the vice provost and executive dean of the College of Arts and Sciences. This report should include relevant research, teaching, and service activities, as well as an accounting of how allocated funds were spent.

At the end of the endowed chair or designated professor's fifth year, a comprehensive report must be provided by the holder with copies sent to the Mershon Center director, to their academic unit chair, the dean of social and behavioral sciences, the vice provost and executive 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 provost and executive 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.

Postdoctoral Scholars

Mershon postdoctoral scholars pursue research on national, international, and human 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 the center's research and programming initiatives, and participate in the activities of the center. The associate director of the Mershon Center shall oversee the training and engagement of the postdoctoral scholars.

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.
- Intersection of research with a Mershon Center faculty affiliate.
- Experience with planning and working on administrative details.
- Demonstrated research productivity.
- Demonstrated ability to work both working independently and with a team.

Senior Faculty Fellows

Senior faculty fellows include endowed chairs, designated professors, 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 to rigorous and relevant intellectual engagement, professional development, and the well-being of students, faculty, and staff.

Faculty Affiliates

Faculty affiliates intermittently participate in Mershon leadership and outreach activities including grant competitions, award committees, search committees, conference and speaker series planning; or they are affiliates who have received research awards from the Mershon Center in the past three years. They are expected to support and engage in center activities regularly.

Graduate Affiliates

Graduate affiliates are students who have received research support from the Mershon Center during their graduate programs. Affiliates are expected to attend Mershon related events regularly.

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 will be reviewed by selected members of the Advisory Committee. Support will be provided to such professors as appropriate, to be determined by the director in consultation with the senior management team. Visiting professors are expected to engage in center activities regularly.

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 and is comprised of three additional Mershon fellows who have 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 nominees for the scholarship are made during the proposal cycle and distributed prior to the end of the fiscal year and are reviewed by a committee made up of three Mershon affiliates. 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:

- Applicant 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.
- GPA.

Affiliate Programs and Partnerships

While the central focus of the Mershon Center is on the development of security-related research and programming, it also hosts complimentary research programs and partnerships. Leadership of each of these programs and partnerships is distinct from the 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 program leadership and the Mershon director or the associate director.

The Mershon Center is also positioned to serve as a catalyst for broader partnerships with both public and private entities. 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 mission 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 partner leadership and the Mershon director or associate director.

Mershon Governance: Committee Appointments and Responsibilities

Policy and program decisions are made in several ways: by the director; the director's senior management team; the advisory committee; the oversight committee; specially appointed ad hoc committees; and by the dean of Social and Behavioral Sciences. The nature and importance of any individual matter determine 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.

Advisory Committee

The Mershon Center advisory committee consists of seven to nine OSU faculty, administrators, and staff members who do not have any conflicts of interest. All members are appointed by the director, in consultation with the dean of Social and Behavioral Sciences and serve two-year terms. The committee must include at least one member who holds a Mershon endowed chair or distinguished professorship, as well as the associate director and budget manager of the center. The committee meets as necessary to provide advice on strategic direction and program effectiveness, and to offer support to the center.

The advisory committee's duties include but are not limited to:

- Reviewing and advising on any major changes to the Mershon Center's strategic plan and programming
- Offering ideas and input into current and future strategies, priorities, programs, and activities
- Performing other duties consistent with its charge as assigned by the center director or the dean of SBS.

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 dean of SBS. It is comprised of the dean of SBS, 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 as needed 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 approved; the fact that no consensus has been reached, and the results of the vote are to be disclosed to the dean of SBS together with a proposal. This committee will meet annually.

Search Committees

For each open endowed chair and designated professor position, a search committee will be appointed by the Mershon Center director with input from the dean of SBS. 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 dean of social and behavioral sciences, who will forward the recommendation on to the vice provost and executive dean of the College of Arts and Sciences. If approved, the vice provost 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 vice provost and executive dean of the College of Arts and Science, the dean of SBS, the center director, and the advisory committee.

Research Grant Competitions

The Mershon Center directs annual grant competitions for both faculty and students.

Faculty Research Grant Program

The Mershon Center offers seed grants to faculty to promote the study of international, national, and human security. 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. The total amount of funding for the grants shall be determined by the director, in consultation with the senior management team, and shall be based on the center's fiscal demands and constraints. Applicants must be Ohio State faculty or have PI status at Ohio State. The center especially encourages applications from junior faculty.

Selection Criteria

Proposals are evaluated using the following criteria:

- Research plan specificity.
- Relevance to current policy issues relating to international, national, and human security.
- Links to important normative and theoretical work, high-level empirical research, and applied research in ways that address real world problems.
- Use of multidisciplinary and/or mixed-method approaches to address complex problems and important challenges related to global security.
- Likelihood of producing new and/or innovative knowledge through conferences, publications, applied research projects, external collaborations, and outside funding.
- Ability to generate outside collaborations and external funding.
- Potential for cross-fertilization across Ohio State departments, international and/or national governments and organizations.
- Quality of budget proposal (appropriate and fiscally feasible) and narrative justification.

Graduate Student Research Grant Program

The Mershon Center offers grants to graduate students to promote the study of international, national, and human security. 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. The total amount of funding for the grants shall be determined by the director, in consultation with the senior management team, and shall be based on the center's fiscal demands and constraints. Applicants must be Ohio State students enrolled in a PhD program.

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.

Selection Criteria

Proposals will be evaluated on the following criteria:

- Research plan specificity.

- Relevance to current policy issues relating to international, national, and human security.
- Links to important normative and theoretical work, high-level empirical research, and applied research in ways that address real world problems.
- Use of multidisciplinary and/or mixed-method approach to address complex problems and important challenges related to global security.
- Likelihood of producing new and/or innovative knowledge through conferences, publications, applied research projects, external collaborations, and outside funding
- Extent to which it supports the completion of a student's academic program (thesis, project, dissertation research)
- Strength of faculty endorsement.
- Quality of budget proposal (appropriate and fiscally feasible) and narrative justification.

Undergraduate Student Research Grant Program

The Mershon Center will offer one annual research grant to an undergraduate student to promote the study of international, national, and human security. 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. The amount may not exceed \$4,000. Applicants must be Ohio State students enrolled in a degree-granting program and must have a Mershon Center faculty affiliate advising them on their research. The winner of this grant will be chosen by the Mershon senior management team.

Selection Criteria

Proposals will be evaluated on the following criteria:

- Quality of research proposal and specificity of research plan.
- Quality of budget proposal (appropriate and fiscally feasible) and narrative justification.
- Relevance to current policy issues relating to international, national, and human security.
- Extent to which it supports the completion of a student's academic program (thesis, project)
- Strength of faculty endorsement.

Small Grant Program

Current Mershon Center affiliates may apply for up to \$2,000 (faculty) or \$1,500 (graduate students) to support conference travel and other research-related, Mershon Center-relevant expenditures, once their departmental, Mershon Center, and contractual funding for such travel is exhausted. Only current Mershon Center faculty and student affiliates are eligible. Funds are intended to support affiliate travel for research or conference presentation only. Preference will be given to proposals that connect directly to projects already supported by the Mershon Center, rather than for new projects. Small grant applications will be considered on a rolling basis by the senior management team.

Cosponsorships

The Mershon Center offers a limited amount of support each year to cosponsor university events that connect with the center's mission and constituency. The maximum amount that will be considered through this program is \$1,500 for any single event. Proposals will be considered on a rolling basis by the senior management team. Although funding requests from any Ohio State faculty or staff member will be considered, applications from Mershon affiliates are more likely to be approved.

Policies

Fiscal

The Ohio State University's endowment administration is responsible for fund accounting and financial reporting functions for the long-term investment pool that 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 in 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.

The director 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 \$10,000 can be made solely by the director without approval from the oversight committee or Mershon senior management team. Off-cycle allocations between \$10,000-\$25,000 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 \$25,000 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

Any Mershon Center paid faculty, chaired position, or student must include Mershon Center on any externally funded application or award at a minimum 50 percent split with the principal investigator's 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 administrative team.

Any faculty, staff, or graduate project funded through a Mershon Center competitive grant that generates an awarded external project must include the 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, except for in circumstances as outlined below:

- 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 \$50k 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 \$50k. 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 \$50K that 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 \$50k (award amount not including F&A) will require at least one administrative team member 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 administrative tea

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, except for software, whose creators are faculty members, 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 for all other faculty-created copyrighted materials that are created within the scope of the creator's employment belongs to the university. Notwithstanding the foregoing, post-doctoral research employees will have the same rights and obligations in copyrighted materials they create in their capacity as post-doctoral 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 database, 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 affiliates 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 affiliates 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 dean of SBS. 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>

Non-Discrimination, Harassment, and Sexual Misconduct

Members of the university community have the right to be free from all forms of protected class discrimination and harassment, including sexual misconduct, which impede the realization of the university's mission. All members of the university community are expected to conduct themselves in a manner that maintains an environment free from discrimination, harassment, and sexual misconduct. This expectation is consistent with our university's shared values and the law.

Ohio State does not discriminate on the basis of age, ancestry, color, disability, ethnicity, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy, race, religion, sex, sexual orientation, or veteran status, or any other bases under the law, in its education program or activity, which includes employment.

In addition, the university prohibits discrimination against any employee or applicant for employment on the basis of race, color, religion, gender, gender identity or expression, national origin (ancestry), military status (past, present, or future), disability, age (40 years or older), status as a parent during pregnancy and immediately after the birth of a child, status as a parent of a young child, status as a nursing mother, status as a foster parent, genetic information, or sexual orientation, as those terms are defined in Ohio law, federal law, and previous Executive Orders, in making any of the following employment-related decisions:

- a. Hiring
- b. Layoff
- c. Termination
- d. Transfer
- e. Promotion
- f. Demotion
- g. Rate of compensation
- h. Eligibility for in-service training programs

Discrimination, harassment, and sexual misconduct violate the dignity of individuals and will not be tolerated. The university seeks to eliminate discrimination, harassment, and sexual misconduct through education, promoting intervention, and encouraging everyone to report concerns including third parties when the respondent is a member of the university community. The university is committed to stopping discrimination, harassment, and sexual misconduct, preventing its recurrence, eliminating any hostile environment, and remedying its discriminatory effects. This policy defines expectations for the university community and establishes mechanisms for determining when those expectations have been violated.

This policy will be interpreted in compliance with applicable laws and exceptions provided by applicable law. Nothing in this policy is intended to detract from rights guaranteed to bargaining unit members under their current collective bargaining agreements.

Additional details about this university policy are detailed at:

<https://policies.osu.edu/sites/default/files/documents/2026/05/Policy-NDH-Sexual-Misconduct.pdf>