Pattern of Administration

Procedures for the
John Glenn School of Public Affairs (JGSPA)

Director: Charles Wise

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1. Preamble

This document sets forth the pattern of administration for the John Glenn School of Public Affairs at The Ohio State University, as required by Faculty Rule 3335-47-02 and Faculty Rule 3335-3-35. The School’s pattern of administration supplements and is superseded by the statutes, bylaws, rules, policies, procedures, and guidelines to which the School and its faculty are subject and which are published in documents such as Statutes Applying to the University, Bylaws of the Board of Trustees, Rules of the University Faculty, and Office of Academic Affairs Policies and Procedures Handbook http://oaa.ohio-state.edu/handbook/tc.html. This pattern of administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed upon the appointment or reappointment of the School’s Director. However, revisions may be made at any time. Changes, which will be made in consultation with the School’s faculty, will be disseminated to School faculty in memos until sufficient changes have accumulated to warrant printing and distributing a complete new document.

2. School Mission

The mission of the John Glenn School of Public Affairs is to:

- Foster the creation of knowledge of public affairs and to disseminate knowledge of public affairs to students, public affairs professionals, and citizens to enable them to make positive impacts on communities, states and regions, nations, and the international community
- To promote excellence in education in public policy analysis and management in an interdisciplinary framework
- Engage faculty, staff, and students from throughout The Ohio State University in ongoing relationships with the public and non-profit sector in order to impact the critical issues facing society
- Prepare leaders for the public and non-profit sectors by means of curricular and extra-curricular programs
- Engage public officials, representatives of public groups and citizens in dialog, deliberation, and action to improve the performance of democratic governance

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3. Administration and Decision-Making

3.1. School Organization

3.1.1. School Director

The Director of the School is appointed by the Provost following consultation with the School’s faculty and professional staff. The Director’s responsibilities are delineated in the Rules of the University [3335-3-35(C)]. In addition to general administrative responsibility, these duties include maintaining an environment in which faculty, staff, and students can work productively; developing a pattern of administration; scheduling courses; establishing a teaching load for each faculty member; recruiting new faculty; evaluating faculty for reappointment, tenure, promotion, salary increases, and professional leave; and making recommendations to the Provost regarding these and other matters concerning the School.

The Director is also responsible for conducting School meetings (inclusive of faculty and staff) and ensuring that minutes of these meetings are maintained; appointing committees; allocating resources; preparing annual budget recommendations; ensuring compliance with University policies; serving as the School’s representative to the Council of Deans; transmitting to the School information from the Office of Academic Affairs; hiring staff members and ensuring their adequate supervision; organizing the services provided by the School; establishing and maintaining relationships with alumni and other supporters of the School; authorizing School expenditures; ensuring that School records are maintained; and preparing an annual report. In addition to these duties, the Director is also responsible (in cooperation with the University’s Office of Development and designated development staff) for identifying and pursuing external funding opportunities that can contribute to the School’s development.

3.1.2. School Faculty

The faculty of the School consists of core, joint, regular research track, auxiliary, and emeritus faculty members, as defined in Faculty Rule 3335-5-19. As noted below, core faculty and jointly appointed faculty with voting rights constitute the regular faculty of the School. Faculty are encouraged and expected to participate fully in faculty meetings and other discussions concerning issues of importance to the School. However, voting on governance matters is limited to tenured or tenure-track faculty members with at least a 0.40 FTE appointment in the School, and whose appointments carry the titles of professor, associate professor, assistant professor, and instructor. Such joint appointments and core appointments constitute what hereafter is referred to as “regular faculty”. Faculty holding adjunct and courtesy appointments will be consulted as appropriate to their areas of contribution to the School, but they may not vote on matters of governance. Finally, retired members of the School’s faculty may be designated as emeritus faculty in recognition of their service to the School and to the University. While the input of emeritus faculty is always welcomed, any continued active involvement with the School.
must be negotiated with and approved by the School’s Director. University rules do not permit emeritus faculty to vote on matters of School governance.

A detailed description of guidelines for faculty searches, appointments, annual reviews, promotion and tenure, and associated information is presented in a separate document entitled: *Appointments, Promotions, and Tenure: Criteria and Procedures for the John Glenn School of Public Affairs*.

### 3.1.3. Academic and Budgetary Guidance and Review Committee

The School has an academic and budgetary guidance and review committee composed of a vice provost from the Office of Academic Affairs; the deans of the College of Social and Behavioral Sciences, the College of Business, and the College of Food, Agricultural, and Environmental Sciences; and three senior faculty members from across these colleges. This committee oversees the implementation of the School on behalf of the Office of Academic Affairs and provides advice and counsel to the School’s Director, and the Provost.

### 3.1.4. Board of Advisors

The School has a Board of Advisors composed of distinguished persons with experience in the broad field of Public Affairs. It is chaired by Senator John Glenn. The Board of Advisors convenes periodically to provide advice and counsel on the strategic direction of the School to the School’s Director.

### 3.2. Decision-Making

The Director in consultation with the faculty, professional staff and student representatives makes decisions concerning policies and programs of the School. Matters of greatest general importance should receive the widest possible consultation and should be discussed at a meeting of the faculty, professional staff and student representatives whenever feasible. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance. Decisions on matters of less general importance should, whenever feasible, involve consultation with those most directly affected by the decision. The School recognizes in principle the presumption favoring majority faculty rule as indicated by Faculty Rule 3335-3-35 (C) (2) (d). Finally, the School’s standing committees are designated as decision-making bodies in the administration of specific programs of the School and are expected to recommend to the Director any programmatic or policy changes that may improve the School.
3.2.1. School Meetings

School meetings (inclusive of faculty, professional staff and student representatives) shall be scheduled at least once each quarter, with the exception of summer quarter. Additional meetings will be called at the Director’s discretion.

School meetings are open to anyone who may wish to attend, with the exception of meetings or portions of meetings that involve confidential academic records or sensitive personnel matters, in which case the Director may decide to restrict attendance as appropriate to each particular issue. The Director prepares the agenda for each School meeting, in consultation with faculty, professional staff, and student representatives and provides an opportunity for those individuals to suggest agenda items prior to School meetings. Regular (voting) faculty, all professional staff, and student representatives are expected to attend all School meetings. After consultation with the School’s student organizations, the Director shall be responsible for appointing at least one student representative from the Masters’ programs and one from the doctoral program, but may appoint other student representatives as well. The presence of at least 50 percent of the regular (voting) faculty constitutes a quorum. Voting shall be by voice vote or show of hands as determined by the Director. Special policies pertain to voting on personnel matters, which limit voting to some set of the regular faculty, and these are set forth in the School’s Appointments, Promotion, and Tenure document.

The School accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally, School meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Roberts Rules of Order will be invoked when more formality is needed to serve these goals. Majority rule will prevail in all matters requiring a vote. Majority in this context implies fifty percent of the number of the attending, plus one. Academic matters such as curriculum or faculty appointments will require a vote of the majority of the faculty only.

3.2.2. School Committees

The School has two standing committees, as described below:

- Academic Studies Committee
- Promotion and Tenure Committee

3.2.2.1. Academic Studies Committee

The chair of the School’s Academic Studies Committee is appointed by the Director. The chair’s initial term of appointment shall be two years, and reappointment may occur on a year-to-year basis following completion of the initial term. The membership of the

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School’s Academic Studies Committee consists of the membership of the Committee’s two subcommittees, whose membership and functions are as follows:

**Admissions/Curriculum Subcommittee**

This subcommittee is responsible for recommending to the Director, the faculty, and the Graduate School all policies and procedures governing the School’s degree programs (except the Ph.D. program); overseeing their implementation and ensuring that University policies and procedures are followed; and conducting periodic assessments of these programs. This subcommittee’s work includes but is not limited to:

- admissions standards and decisions;
- degree requirements;
- certification for graduation;
- compliance with University policies and procedures;
- curriculum design and course development;
- teaching assignments;
- exceptions to policies and procedures; and
- trends in the broader professional and educational context of the degree programs.

The chair and two faculty members of the Admissions/Curriculum Subcommittee shall be selected from the tenured or tenure-track faculty by the Director upon consultation with the faculty. The chair’s initial term of appointment shall be two years, and reappointment may occur on a year-to-year basis following completion of the initial term. The School’s Director and the Director of Admissions and Student Services shall be *ex-officio* members of this Subcommittee. A student member will also be appointed by the Director, in consultation with the students in the School. Like the voting faculty members, the student representative may vote and may participate in all general policy and procedural matters coming before the Subcommittee *except* (1) those matters involving the confidential academic records of other students or applicants, and (2) any other matters in which student participation and/or voting is disallowed under University rules or deemed inadvisable or inappropriate by the Director or the Subcommittee chair.

**Doctoral Studies Subcommittee (Ph.D. Program)**

This subcommittee is responsible for recommending to the Director, the faculty, and the Graduate School all policies and procedures governing the School’s Ph.D. degree program; overseeing its implementation and ensuring that Graduate School policies and procedures are followed; and conducting periodic assessments of the program. This subcommittee’s work includes but is not limited to:

- admissions standards and decisions;
- review of applicants for admission and financial support;
- degree requirements;
- annual review and recommendations concerning students’ progress;
- certification for graduation;
• compliance with Graduate School policies and procedures;
• curriculum design and course development;
• teaching assignments;
• exceptions to policies and procedures; and
• trends in the research, academic, and educational context of the doctoral program.

The chair and two faculty members of this subcommittee shall be selected from the tenured or tenure-track faculty by the Director upon consultation with the faculty. The normal term of appointment for the chair shall be two years and reappointment may occur on a year-to-year basis following completion of the initial term. The Director shall be an ex-officio member of this Subcommittee and shall assign such staff support as may be required to assist the Subcommittee in carrying out its work. A student member will also be appointed by the Director, in consultation with doctoral students in the School. Like the voting faculty members, the student representative may vote and may participate in all general policy and procedural matters coming before the Subcommittee except (1) those matters involving the confidential academic records of other students or applicants, and (2) any other matters in which student participation and/or voting is disallowed under University rules or deemed inadvisable or inappropriate by the Director or the Subcommittee chair.

3.2.2.2. Promotion and Tenure Committee

The School’s Promotion and Tenure Committee as a committee of the relevant tenured faculty advises the Director on matters involving faculty personnel, including:

• new appointments;
• annual reviews of probationary tenure-track faculty; and
• promotion and tenure reviews.

The Promotion and Tenure Committee’s membership consists of all tenured associate professors and professors who also hold a tenured appointment and whose appointment gives them eligibility to vote in the School. The Director is an ex-officio, non-voting member of the Promotion and Tenure Committee. When occasion requires (e.g., insufficient faculty at the appropriate level of review), the Director may appoint regular faculty members from other units to augment the committee. A sub-set of the Promotion and Tenure Committee is constituted by the Director in each case to gather relevant facts and organize the file in specific promotion and tenure cases and fourth year reviews, and to report accordingly to the Director and to the Promotion and Tenure Committee. The Director will appoint each subcommittee’s chair and membership. Such subcommittees will henceforth be referenced as Reading Subcommittees. In the instance that the Director may not participate in the review (e.g., the Director is not a full professor), the Provost or the Provost’s representative will assume the duties of the Director. The Provost will appoint the Reading Subcommittee and oversee the review process.

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3.2.2.3. Teaching Schedules

The Director, in consultation with the Admissions/Curriculum Subcommittee and the Doctoral Studies Subcommittee, determines the teaching schedules for each faculty member. While individual faculty preferences regarding courses and the scheduling of class times will be taken into account, the needs of the School, as determined by the Director, shall prevail in making all assignments.

3.2.2.4. Ad Hoc Committees

Ad hoc committees will be appointed by the Director as the need arises. In appointing the members of ad hoc committees, the Director will take into account the specific issue to be addressed, the expertise required to address the issue, differential workload, and any issues of diversity that may be relevant to the specific issue to be addressed.

4. Teaching Load Policy

The duties of all faculty members include the teaching of courses for University credit for the School. The normal teaching assignment for a faculty member is five courses per academic year. The preference is that the School’s regular faculty members teach core courses in the School’s curriculum. Incoming assistant professors may have adjusted teaching loads. Teaching assignments above or below the five-course norm may be made by the Director based on factors such as differential faculty research productivity and the teaching and service requirements of the School or the University. The decision about awarding the reduction or increase is the Director’s. A separate document – Director’s Guidelines for Adjustments to Faculty Workload – provides guidance on what factors will be taken into account in making these determinations.

In addition to formal course instruction, faculty members are expected to provide other knowledge dissemination support, which may include: directing doctoral dissertations (where qualified according to Graduate School rules); serving on Ph.D. dissertation committees; serving on Ph.D. and Masters’ examination committees; directing individual studies projects (except assistant professors); advising students and student organizations; developing curricular materials; undertaking and publishing research with students; and supervising and coordinating graduate associates. The Director will take these activities into account in determining the formal course assignments for each faculty member on an annual basis.

5. Faculty Duties and Responsibilities

Faculty members are expected to perform over a full range of knowledge dissemination (teaching), knowledge creation (research), and service responsibilities. All faculty are expected to be actively involved in knowledge creation and scholarship and to share
advising and School service responsibilities. Formal course assignments, made by the Director in consultation with the faculty, may vary to reflect the differential levels of knowledge creation and service activity of each faculty member. A separate document – Director’s Guidelines for Adjustments to Faculty Workload – provides guidance on what factors will be taken into account in making these determinations.

6. Allocation of Department Resources

The School Director is responsible for the fiscal and academic health of the School and for assuring that all resources – fiscal, human, and physical – are allocated in a manner that will optimize achievement of School goals.

The Director will discuss the School budget annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the Director.

The allocation of salary funds (e.g. merit pay) is discussed in the Appointments, Promotion and Tenure document.

7. Leaves and Absences

The University’s policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook (www.oaa.osu.edu/handbook/) and Office of Human Resources Policies and Procedures website (www.hr.osu.edu/policy/policyhome.htm).

7.1. Discretionary Absence

Faculty are expected to complete an Application for Leave form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Director retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular quarter is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence of ten or more days.

7.2. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the Director know promptly so that instructional and other commitments can be managed.

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Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used – not banked. For additional details see OHR Policy 6.27 (www.hr.osu.edu/policy/index.aspx).

7.3. Unpaid Leaves of Absence

The University’s policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in the Office of Academic Affairs Policies and Procedures Handbook (www.oaa.osu.edu/OAAP_PHandbook.php).

7.4. Special Research Assignments

Information on special research assignments is presented in Book 2 of the Office of Academic Affairs Policies and Procedures Handbook (www.oaa.osu.edu/OAAP_PHandbook.php). Untenured faculty will normally be provided an SRA during their probationary period.

7.5. Faculty Professional Leave

Information on special research assignments for Faculty Professional Leave (FPL) is presented in Book 2 of the Office of Academic Affairs Policies and Procedures Handbook (www.oaa.osu.edu/OAAP_PHandbook.php).

The Director’s decision about a FPL proposal will be based on the quality of the proposal and its potential benefit to the School and to the faculty member as well as the ability of the School to accommodate the leave at the time requested.

8. Supplemental Compensation and Paid External Consulting Policy

The University’s policies with respect to supplemental compensation and paid external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook (www.oaa.osu.edu/OAAP_PHandbook.php).

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

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

9. Financial Conflicts of Interest

The University’s policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook (www.oaa.osu.edu/OAAP_PHandbook.php). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator’s professional judgment in exercising any University duty or responsibility, including designing, conducting or reporting research.

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

10. Grievance Procedures

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

10.1. Salary Grievances

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the Director. The faculty or staff member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the Director and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, http://oaa.osu.edu/OAAP_PHandbook.php).

Staff members who are not satisfied with the outcome of the discussion with the Director and wish to pursue the matter should contact Consulting Services in the Office of Human Resources (www.hr.osu.edu/).
10.2. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 (www.trustees.osu.edu/ChapIndex/index.php).

10.3. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 (www.trustees.osu.edu/ChapIndex/index.php).

10.4. Sexual Harassment

The University's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15 (www.hr.osu.edu/policy/index.aspx).

10.5. Student Complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the School Director, the Director will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Director will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty.

If confidentiality is required, the Director will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students must always be handled strictly in accordance with University rules and policies. Faculty should seek the advice and assistance of the Director and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see www.oaa.osu.edu/coam/home.html and www.senate.osu.edu/COAMDuties.pdf). The Code of Student Conduct is Chapter 3335-23 (www.trustees.osu.edu/Rules 23/index.html).