

**PATTERN OF ADMINISTRATION  
SCHOOL OF HEALTH and REHABILITATION SCIENCES  
COLLEGE OF MEDICINE**

**Approved by Office of Academic Affairs 6/21/2016**

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**I. INTRODUCTION**

This document provides a brief description of the School of Health and Rehabilitation Sciences, as well as a description of its policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the University to which the School and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed upon appointment or reappointment of the School Director. However, revisions may be made at any time, subject to the approval of the College of Medicine and the Office of Academic Affairs. Changes made in consultation with School faculty will be disseminated to faculty in memos, until sufficient changes have accumulated to warrant printing and distributing a completely new document.

**II. MISSION and VISION**

The School has as its mission “To prepare future health sciences professionals through the creation and dissemination of knowledge in support of the health and well being of the people of Ohio and the global community.” The School has as its vision: “The School strives to be a national and international leader in health science education, research, service, and clinical practice that impacts the well-being of the people of Ohio and the global community”. The Faculty Assembly will develop a strategic plan every 3-5 years that will guide decisions to achieve this mission and vision. This plan will be used to guide program development/elimination, faculty and staff hiring, and resource allocation. To support this mission and vision, the School maintains an environment in which research and scholarship inspire and inform teaching.

Curricula are structured to foster learning, nurture individual growth and creativity, and support the goals of professional health care practice, administration, teaching, and research, at both the undergraduate and graduate level.

Fundamental to the School's mission is to engage in research and other scholarly activity that enhances the knowledge base of the health and rehabilitation professions. This knowledge base forms a vital link in the improvement of human health, and keeps the School at the forefront of education and research in the health and rehabilitation professions. In addition, students must be prepared to interpret the ideas and innovations, derived from scholarship, so as to make them accessible to the citizens of the State of Ohio and the world. In keeping with the land grant heritage of The Ohio State University, the School's mission, additionally, includes service to the professions, the University, and the community.

**III. Academic Rights and Responsibilities:**

The academic rights, responsibilities and processes for the University can be found on the Office of Academic Affairs website at: <http://oaa.osu.edu/rightsandresponsibilities.html>. The School affirms these rights, responsibilities and processes in the conduction of activities.

#### **IV. FACULTY**

Faculty definitions and the rights and responsibilities of each are found in Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>). Within the School of Health and Rehabilitation Sciences, the core faculty is comprised of tenure-track (both tenured and probationary), and clinical faculty at the ranks of Assistant Professor, Associate Professor, and Professor. The clinical faculty may not exceed 45% of the overall faculty; they may vote on all matters of School governance except tenure track promotion and tenure decisions. The total number of research faculty will be no greater than 10% of the total faculty. Similarly, research faculty will be able to vote on all matters of School governance except for promotion and tenure decisions of the tenure track and clinical faculty. Faculty with primary appointments (50% or greater) in the School form the key consultative body of the School and vote on issues related to governance procedure and policy. Associated faculty members may participate in governance of the School at the discretion of their Division Director and the School Director but are not voting members. Those faculty members that have been granted graduate level status comprise the primary consultative group for purposes of graduate curriculum and policy issues. Specific appointment requirements and position descriptions are delineated with the School's Appointments, Promotion and Tenure (AP&T) document.

#### **V. ORGANIZATION OF SCHOOL SERVICES AND STAFF**

The School is comprised of seven academic divisions:

- 1) Athletic Training
- 2) Health Information Management and Systems
- 3) Health Sciences and Medical Dietetics
- 4) Medical Laboratory Sciences
- 5) Occupational Therapy
- 6) Physical Therapy
- 7) Radiologic Sciences and Therapy and Respiratory Therapy

The School supports 13 academic programs: Athletic Training (BS), Health Information Management and Systems (BS), Health Sciences (BS), Medical Dietetics (BS), Medical Laboratory Sciences (BS), Occupational Therapy (OTD), Physical Therapy (DPT), Radiography (BS), Radiation Therapy (BS), Sonography (BS), and Respiratory Therapy (BS) as entry level programs and the Masters of Science in Allied Medicine and the PhD in Health and Rehabilitation Sciences at the advanced graduate level.

Each academic division/program is comprised of a Director plus faculty relevant to the operation of the Division/program. Each Division has responsibility for undergraduate and graduate curricula, research, and service activities. Directors meet regularly with their faculty to discuss matters concerning the School and divisional/program matters that include curriculum, faculty support, and other support issues (a full description of Division Directors' responsibility is included in section VI. B of this document). All Divisions contribute to the MS and PhD programs, which are coordinated by the Graduate Studies Chair/ PhD Director, the Master's Graduate Program Chair, the Graduate Studies Committees and the Graduate Program Manager. An integrated support staff (office associates, administrative office associates, fiscal officer, Senior Systems Consultant and Director of Student Services) provide support to the programs and faculty.

The Director of Student Services oversees the Student Services Office and personnel, including the academic advisors, recruitment and admissions, and reports directly to the School Director. The Senior Systems Consultant also reports directly to the School Director.

## **VI. OVERVIEW OF SCHOOL ADMINISTRATION AND DECISION-MAKING**

Policy and program decisions are made in a number of ways: by the School faculty as a whole (Faculty Assembly), by the Division Directors in collaboration with the School Director and Associate Director (Executive Committee), and by the School Director. The nature and importance of any individual matter determines how it is addressed. Most major decisions related to the School are addressed within the governance structure of the Executive Committee or the Faculty Assembly. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

### A. Executive Committee

The Executive Committee is composed of Division Directors, the Graduate Studies Chair, the Associate Director/Director of Research, Director of Academic Affairs, Director of Diversity and Inclusion, and the School Director, who serves as chair of the Committee. The Committee meets twice a month throughout the year or more frequently, if needed. The agenda is set by the School Director, with input from Committee members, other committees, Faculty Assembly or Faculty Council. Duties and responsibilities are as follows:

1. Approve students for graduation.
2. Act on student disenrollment and disciplinary matters.
3. Hear appeals by students.
4. Advise School Director on budgetary, curricular, and other matters.
5. Review and act on University-designated administrative policies; communicate and convey information to faculty where appropriate.
6. Make relevant administrative policies for the School.
7. Function as liaison between the School Director and School faculty by:
  - 7.1 discussing concerns of the faculty;
  - 7.2. reporting to the faculty on administrative actions which affect them;
  - 7.3 advising faculty of communications received by the Committee.
8. Prepare and present agenda items to the Steering Committee of the Faculty Council or the Committee of Chairs for the Faculty Assembly.
9. Respond to charges or tasks requested by the Faculty Assembly or Faculty Council and the standing committees.
10. Report actions of the Committee to the faculty through verbal or written means.

B. Faculty Assembly: The Faculty Assembly is comprised of all tenure track, clinical and research faculty as defined by Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>) within the School of Health and Rehabilitation Sciences, and is chaired by the School Director. Associated faculty may also participate in the assembly at the discretion of their Division Director and the School Director. Meetings of the Assembly will occur at least once per semester, but additional meetings can be initiated by the School Director as needed.

## **RESPONSIBILITIES**

1. Establish the educational and academic policies of the School.
2. Recommend the establishment, abolition, and alteration of educational units and programs of study.
3. Make recommendations concerning matters relating to rights, responsibilities and concerns of students, faculty and administrators that affect academic programs.
4. Make recommendations concerning the allocation of resources within the School.

## **MEMBERSHIP**

The voting members of the Faculty Assembly will include the School Director, the Associate Director, and all tenure-track, clinical, and research faculty members. Associated Faculty and Staff may be invited to participate but are not voting members of the Assembly. Minutes of each meeting will be distributed to the faculty electronically and kept within administration.

## **CONDUCT OF MEETINGS**

1. Frequency of meetings: Meetings shall be held at least once (1) per semester (Autumn & Spring semesters) of the academic year. Emergency meetings can be called, if necessary, by the School Director. At least 3 days' notice of an emergency meeting must be given to all tenure-track, clinical, and research faculty members. Similarly, faculty can call for a meeting to discuss emergent issues, which will be scheduled at the earliest opportunity, typically within 1 week.
2. Notice of Meetings: The School Director or designee shall issue notification to all members of the assembly of the date, time, and place, and the proposed agenda of each meeting at least one week in advance of the meeting.
3. Quorum: The minimum number of members who must be present for business to be transacted shall be a simple majority of regular faculty (50% + 1).
4. Voting: Robert's Rules of Order, Newly Revised shall be used to determine the necessary number of votes for passage of an action. A majority vote in the affirmative adopts any motion unless it is one of the motions that require a larger vote under parliamentary law.

### C. Faculty Council

The Faculty Council is comprised of all regular faculty as defined by Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>) within the School of Health and Rehabilitation Sciences. Associated faculty may also participate in the council at the discretion of their Division Director and the School Director. The Council functions with a Steering Committee comprised of a chair, chair elect / vice chairman, secretary, and two members-at-large. Officers and members of the Steering Committee are elected from the ranks of the faculty of the School and serve for a term of two years. The Steering Committee establishes the agenda for each Council meeting and serves as the coordinating body for Council matters. Meetings are held at least once per semester during the Autumn and Spring Semesters of the academic year. Emergency meetings are called by the Steering Committee, if necessary.

## **RESPONSIBILITIES**

1. Make recommendations concerning matters relating to rights, responsibilities and concerns of students, faculty and administrators that affect academic programs.
2. Functions as a forum to discuss issues specifically relevant to faculty within the School, address faculty concerns, mediate communication between the faculty and administration;
3. Foster mechanisms of faculty support, development and interaction across programs.

## **MEMBERSHIP**

1. Voting members: The voting members of the Council shall be all tenure-track, clinical and research faculty whose primary appointment is for fifty percent or more service to the School. The individual must have a faculty title (tenure track, research or clinical) of instructor, assistant professor, associate professor, or professor.
2. Non-voting members: The non-voting members of the Council shall include faculty with any other title, designation, or appointment in the school (eg. associated faculty, emeritus faculty). Such individuals may serve as ex officio members of Faculty Council committees, but may not vote at any level of faculty governance. Staff may also serve as ex officio members on committees.

**OFFICERS:** Officers of the Faculty Council shall be elected from among the faculty of the School and shall be:

1. Chair of the Faculty Council: The Chair shall be the presiding officer of the Faculty Council. The Chair shall be a tenured faculty member of the School.
2. Chair-elect of the Faculty Council: The chair-elect shall be a tenured member of the faculty who serves as a chair-elect for one year and as chair for one year. The chair-elect shall serve as presiding officer of the Faculty Council in the absence of the chair.
3. Secretary of the Faculty Council: The secretary shall issue notification of council meetings, prepare and distribute the meeting agendas, keep records of the council meetings, distribute minutes, and report to the Director of the School for any action needed by the School committees or School Director.
4. Member at Large: The two members at large provide input to the steering committee and chair projects as assigned.

## **TERMS OF OFFICE:**

1. The terms of office for the elected officers shall be two years.
2. Terms of office shall begin on September 1 and end on August 31.

## CONDUCT OF MEETINGS

1. Notice of Meetings: The secretary of the council shall issue notification to all members of the council of the date, time, and place, and the proposed agenda of each meeting at least two weeks in advance of the meeting.
2. Quorum: The minimum number of members who must be present for business to be transacted shall be a simple majority of the members of the Faculty Council.
3. Voting: Robert's Rules of Order, Newly Revised shall be used to determine the necessary number of votes for passage of an action. A majority vote in the affirmative adopts any motion unless it is one of the motions that require a larger vote under parliamentary law.

## VII. SCHOOL ADMINISTRATION

### A. School Director

The primary responsibilities of the School Director are set forth in Faculty Rule 3335-3-35, <http://trustees.osu.edu>. This rule requires the director to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, <http://trustees.osu.edu>, also requires the director to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

The School Director is also responsible for the overall daily operation and administration of the School and serves as its representative in working with the College of Medicine, OSU Medical Center, University as well as alumni and public at large. Additional responsibilities of the School Director are as follows:

1. Develops a Pattern of Administration in consultation with the faculty that shall be made available to all present and prospective members of the School faculty with a copy maintained in the School administration office, office of the Dean of the College of Medicine and Office of the Provost.
2. Prepares in accordance with the Pattern of Administration and the University AP&T criteria, and in conjunction with the faculty, the AP&T handbook that defines the procedures by which recommendations are made concerning appointments, dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. The handbook shall be made available to all present and prospective members of the School faculty, and a copy shall be deposited in the office of the Dean of the College of Medicine and in the office of the Executive Vice President and Provost. At the beginning of each four-year term of the School Director, the procedure will be evaluated in conjunction with School faculty for revision or reaffirmation and deposited in the office of the Dean of the College of Medicine, and the office of the Executive Vice President and Provost.
3. Engages in strategic planning in conjunction with Division Directors and School Assembly to offer efficient, quality academic programs within fiscal capability.
4. Evaluates instructional and administrative processes and leads in the study of methods of improving them.

5. Evaluates faculty members annually in collaboration with Division Directors and in accordance with the School's P&T criteria as well as other criteria approved by the Board of Trustees and subject to instructions from the Provost, and also according to such supplemental criteria as may be set by the School.
6. Determines faculty workload distribution in consultation with the Division Director and faculty member;
7. Informs faculty members when they receive their annual review, of their right to review their primary personnel file maintained by the School and to place in that file a response to any evaluation comment or other material contained in the file.
8. Recommends to the Dean of the College of Medicine after consultation with the Committee of Eligible Faculty, appointments, promotions, dismissals, and matters affecting the tenure of members of the School faculty.
9. Encourages and facilitates research and educational scholarship.
10. Oversees efforts to assure that faculty in the School have the privileges and responsibilities appropriate to their rank.
11. Oversees that adequate supervision and training are given to those members of the faculty and staff who may benefit by such assistance.
12. Prepares annual budget recommendations for consideration by the Dean of the College of Medicine.
13. Promotes improvement of instruction via a variety of methods, including written evaluations by students of the course and instructors for each course offering, peer evaluations of instructors, and periodic course review by the faculty.
14. Oversees faculty/staff recruiting/hiring, including resource and space identification.

B. Director of Research/Associate Director of School: The Director of Research/Associate Director of the School is an appointed administrative position that serves to promote research within the School and serves as the research representative to the College, the University and external entities. The DR also serves as the administrative leader in the School Director's absence and provides consultation to the SD as needed. Additional responsibilities include:

1. Mentors junior faculty in the development of the scholarship programs, including the development of a mentorship committee, resource identification, and grant development;
2. Develops collaborative relationships with internal and external entities to facilitate scholarship activities;
3. Identifies potential funding sources for grant applications;
4. Develops and maintains records of annual research activities;
5. Assists the Director of the School in administrative duties, including budget development, strategic planning and implementation, and other duties as needed.
6. Serves as co-chair of the Honors and Research Committee.

C. Director of Academic Affairs: The Director of Academic Affairs is an appointed administrative position to achieve the educational mission and goals of the school through oversight of curricular developments and program outcomes in the School. Additional

responsibilities include:

1. Serves as chair to the curriculum committee to assure adequate review of all new courses and programs;
2. Facilitates faculty development, including but not limited to preparation of a teaching portfolio, teaching best practices, and coordinating peer evaluations of teaching;
3. Works with the University and program directors to coordinate program reviews, accreditation documentation, and student outcome assessment;
4. Serves on University's academic advisory committee to facilitate communication between the Office of Academic Affairs and the School;
5. Oversees the Student Services office and their roles in admissions, student advising, student recruitment, and student tracking;
6. Serves as an ex-officio member of the Student Services committee to coordinate student awards and student actions (probation, disenrollment); and
7. Facilitates new program development.

D. Director of Diversity and Inclusion: The Director of Diversity and Inclusion is an appointed administrative position that coordinates recruitment and supports retention of students, faculty and staff with a diversity of background and thought. Additional responsibilities include:

1. Serves as co-chair of the Communications and Marketing Committee to facilitate student recruitment activities and the development of recruitment materials appropriate for a diverse group of potential students;
2. Facilitates the development of appropriate support services to meet the needs of all students, including the development of cultural competency initiatives;
3. Serves as the School's liaison with the College, University and community on diversity and inclusion initiatives.
4. Facilitates faculty and staff recruitment, education and retention to assure a diverse workforce.

E. Graduate Studies Chair: The GSC is an appointed administrative position that provides oversight to the graduate programs. Additional responsibilities include:

1. Serves as program director for the PhD program;
2. Serves as chair of the PhD graduate studies committee;
3. Serves as an ex officio and voting member of the MS graduate studies committee;
4. Serves as liaison between the School and the Graduate School to assure compliance with all policies and procedures of the University;
5. Attends the meetings of the GSCs held by the University.

F. Director of Honors: The Director of Honors is an appointed administrative position that provides oversight to the honors program. Additional responsibilities include:

1. Serves as co-chair of the Honors and Research committee through which the policies and procedures of the School's honors program are developed;
2. Fosters recruitment and retention of honors students within the school;
3. Serves as liaison for the School with the University honors program and assures compliance with all policies and procedures;

4. Maintains records of honors students and their progression in coordination with the Director of Student Services.

#### G. Division Directors

The Division Directors are delegated responsibility for the overall daily operation and administration of their respective division and academic program(s). They represent their division in the School's Executive Committee and in working with the School Director, University, alumni and professional communities. Additional responsibilities include but are not limited to the following:

1. Manage the fiscal and human resources of the division including preparation and administration of operating, personnel, and project budgets.
2. Develop, implement and evaluate curriculum, including determination of teaching assignments, in conjunction with division faculty to meet professional program accreditation and/or other educational standards.
3. Is the Divisional lead for the recruitment, mentoring and oversight of division personnel (faculty, staff, and student employees) in consultation with the School Director.
4. Contributes to the annual evaluation and merit review of faculty and staff;
5. Coordinates services for enrolled students including student advisement and support activities in conjunction with divisional faculty, Office of Student Services, and the University Admissions Office.
6. Coordinates student recruitment and selection activities with the Division faculty, Office of Student Services, and University Admissions Office and/or the Graduate School.
7. Maintains administrative, personnel and student records as well as the office suite, laboratories, and equipment.

#### H. Program Directors

Program Directors are selected to oversee the daily operations of programs and report directly to a Division Director. Responsibilities of a program director are to work with the Division Director to:

1. Develop, implement and evaluate curriculum, including determination of teaching assignments, in conjunction with program faculty, to meet professional program accreditation and/or other educational standards;
2. Assure compliance with accreditation standards and develop, in consultation with the faculty, all accreditation reports, self-studies and other communications;
3. Coordinate services for enrolled students, including student advisement and support activities in conjunction with the program faculty, Office of Student Services, and the University Admissions.
4. Coordinate student recruitment and selection activities with the program faculty, Office of Student Services and University admissions and/or Graduate School.
5. Maintain student records as well as the office suite, laboratories, and equipment.

#### I. Standing Committees

Standing faculty committees assist with the work of the School, prepare and present agenda items to the Faculty Assembly and respond to tasks or charges requested by the Faculty Council, Faculty Assembly, Executive Committee or Administration. Additionally, committees report their actions to the Faculty Assembly through verbal or written means. Faculty members are appointed to committees by the Faculty Assembly Committee of Chairs, unless otherwise designated. Committees are expected to meet frequently enough to meet their charge but at a minimum of once per term. The standing committees of the School are:

**1. FACULTY ASSEMBLY COMMITTEE OF CHAIRS:**

**Charge:** The Committee of Chairs will contribute to the determination of the need for and the agenda of Faculty Assembly meetings.

**Composition:** The Committee of Chairs is comprised of all committee chairs and the Faculty Council Chair; the School Director and the Directors of Research and Academic Affairs.

**Meetings:** The Chairs Committee will meet at least twice/semester to determine the need for Assembly meetings and the agenda for such meetings. The Committee will receive and review the minutes of all standing committees and review the progress of committees toward meeting their charges; it will also determine the need for ad hoc committees or task forces. Annually, during the spring semester, the committee will evaluate the composition of the standing committees and identify positions to fill, will oversee the election for committee positions as needed, and appoint other committee members consistent with School procedures.

**2. FACULTY COUNCIL STEERING COMMITTEE:**

**Charge:** The Steering Committee shall set the agenda for each council meeting.

**Composition:** The Steering Committee shall be made up of the chairman, chair-elect, secretary plus two members at large elected by the members of the Council.

**Meetings:** The Steering Committee shall meet at least twice per term to plan the Faculty Council meetings. An announcement and agenda for each meeting should occur at least one week prior to the meeting.

**3. COMMITTEE of the ELIGIBLE FACULTY (CEF)**

**Charge:** The CEF will review and make recommendations on all appointments, re-appointments and promotions, consistent with the AP&T handbook and University policy. The CEF also will annually review probationary faculty.

**Composition:** The Committee shall be made up of all eligible senior faculty with a faculty appointment of associate professor or higher. The Chair will be elected by the eligible faculty; preference should be given to someone at the rank of full professor with tenure.

#### 4. CURRICULUM COMMITTEE

**Charge:** The Curriculum Committee shall act on undergraduate and graduate course and curriculum requests and forward them to the appropriate administrative and university officials and committees; the committee shall review proposals for and make recommendations concerning educational and academic policies of the School. The Committee shall review and recommend action on proposals for the alteration and/or abolition of units or programs in the School.

**Composition:** The Committee shall consist of six voting members appointed by the Committee of Chairs, including five members of the regular faculty and one undergraduate student appointed by Student Council. The Chair of the Committee will be the Director of Academic Affairs. The Director of Student Services will be an ex officio member of the committee.

#### 5. FACULTY RECOGNITION COMMITTEE

**Charge:** The Faculty Recognition Committee shall make recommendations regarding faculty life and faculty development including, but not limited to: facilitation of excellence in research, teaching, and service. The Committee shall serve as an advocate for HRS faculty in the School, College and University and will promote faculty recognition within the University. The Faculty Affairs Committee shall select the recipient of the School's Faculty Service and Faculty Teaching Awards. The committee will also gather information for contribution to the School's newsletters.

**Composition:** The Committee shall consist of five voting members, of which three must be members of the faculty appointed by the Committee of Chairs. The Chair of the Committee will also be appointed by the Committee of Chairs.

#### 6. GRADUATE STUDIES COMMITTEES:

##### PhD Committee:

**Charge:** The committee provides oversight to the PhD program, including admissions, curricular review, approval of committees, and evaluation of student progress and implementation of disciplinary procedures. The committee will be responsible for developing the policies and procedures of the PhD program and appropriately conveying them to the P faculty.

**Composition:** The committee is chaired by the Graduate Studies Chair, who is appointed by the School Director and reviewed annually. The appointment may be terminated for unsatisfactory performance; the chair may also be re-appointed. There are five additional members (two appointed by the School Director and three elected by the P faculty); terms are staggered 3-year terms. All members must have P level graduate status.

##### MS Committee:

**Charge:** The committee provides oversight to the MS program, including admissions, curricular review, approval of committees, and evaluation of student progress and implementation of disciplinary procedures. The committee will be responsible for

developing the policies and procedures of the MS program and appropriately conveying them to the graduate faculty.

**Composition:** The chair of the committee is appointed to a 3 year term by the School Director with annual reviews of performance; the appointment may be terminated for unsatisfactory performance. Re-appointment is possible. There are 4 additional members of the committee (2 elected by the graduate faculty, 2 appointed by the School Director); the Graduate Studies Chair is an ex officio and voting member of the committee.

## 7. HONORS AND RESEARCH COMMITTEE

**Charge:** The Honors and Research Committee shall

- a. Promote graduate and undergraduate research in the School and make recommendations concerning research policies of the School;
- b. Review and coordinate the undergraduate honors program of the School;
- c. Administer the Rosita Schiller Undergraduate Research Award;
- d. Select the recipient of the Faculty Scholarly Activity Award for the School;
- e. Nominate students for the President's Salute to Undergraduate Achievement

**Composition:** The Committee shall be composed of minimum of five voting members of the faculty appointed by the Committee of Chairs and one honors student appointed by the Honors and Research Committee. The Committee will be co-chaired by the Director of the Honors program and the Director of Research. The Honors Director will also serve as a liaison with the university honors and scholars program.

## 8. MARKETING AND COMMUNICATIONS COMMITTEE

**Charge:** To provide oversight for the development of marketing and promotional materials for the academic programs and recruitment activities of the School of Health and Rehabilitation Sciences for the purpose of attracting a large pool of candidates with promise for academic success.

**Composition:** The M&C Committee shall be made up of the Director of Diversity and Inclusion, School representatives (one from each program), one member from the MS and PhD committees, one School undergraduate student, one School graduate student and the Director of Student Services or designee. A representative from OSUMC Marketing and Communications office will serve as an ex-officio member. The Director of Diversity and Inclusion will serve as co-chair with a faculty member, who shall be appointed by the Committee of Chairs.

## 9. STUDENT SERVICES COMMITTEE

**Charge:** The Student Services Committee shall make recommendations concerning all matters that affect student policies and student life in the School. The Committee will provide oversight for the Student Services Office activities and shall select the recipients of the School's Award of Merit and Alumni Scholarship Award.

**Composition:** The Committee shall consist of seven voting members, of which at least four must be members of the faculty appointed by Committee of Chairs, and one undergraduate

student appointed by Student Council. The Chair of the Committee shall be appointed by the Committee of Chairs; the Director of Academic Affairs shall serve as an ex-officio and voting member of the committee.

10. Faculty Recognition committee (6 members);

## **VIII. EXECUTIVE COMMITTEE AND FACULTY MEETINGS**

The Executive Committee, Committee of Chairs and the Faculty Assembly of the School are the primary governance structures through which faculty are involved in the decision-making process. Through these governance bodies, important issues affecting the School are debated and major policies adopted.

### **A. Scheduling of Meetings**

Executive Committee meetings are held approximately twice monthly during the year and agendas are disseminated to the Division Directors prior to the meetings. Additional meetings may be scheduled if needed. The School Director will provide a schedule of meetings for the Executive Committee at the beginning of the academic year. The Faculty Assembly meetings are scheduled by the School Director and agendas are disseminated to all participating faculty in the School. The agenda items will be developed by the Faculty Assembly Committee of Chairs and delivered to the faculty by e-mail at least 3 days prior to a meeting. A meeting of the School Assembly also will be scheduled on written request of 25% of the School regular faculty. The School Director will make all reasonable efforts to have the meeting take place within one week of receipt of the request.

### **B. Minutes of Meetings**

The minutes of the meetings of the Executive Committee are distributed to the academic divisions. All minutes of the meetings are on file in the School Director's office. The minutes of the Faculty Assembly meetings are distributed to all faculty in the School and are also electronically available through administration.

### **C. Consultation with Faculty**

The School Director consults with the faculty on all policy matters, as appropriate. This is done either through the Executive Committee or through the Faculty Assembly, whichever is most appropriate.

### **D. Majority Rule**

A quorum for the Faculty Assembly is 50% of the regular faculty. Within the governance structure of the School, the principle of majority rule (50% + 1) is applied when voting decisions are required for routine business; 70% of the eligible regular faculty must vote and then a 50% + 1 majority rule is needed to pass or defeat a motion. Whenever this principle is not followed, the School Director shall explain the reason for the departure to enhance communication and to facilitate understanding within the School. This explanation shall be communicated to the faculty in writing, where possible, or in a faculty meeting with appropriate opportunity provided for faculty to comment.

## **IX. POLICY ON FACULTY DUTIES AND RESPONSIBILITIES**

The Office of Academic Affairs requires departments to have a policy on faculty duties and responsibilities (See the OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.5, <http://oaa.osu.edu/handbook.html>). The information provided below supplements these guidelines.

The School Director has overall responsibility for assuring that each faculty member has appropriate duties and responsibilities assigned commensurate with the faculty appointment and that faculty workload is distributed equitably across the School. Much of this responsibility for faculty assignments is delegated to the directors of the divisions and the programs of the School. In making assignments, Division/Program Directors must balance the needs of the academic program's obligations with the preferences, skills and expertise of the faculty member. Some faculty members will voluntarily take on a variety of professional activities that fall outside the School's policy on faculty duties and responsibilities. These activities often benefit the School or the University and, to the extent possible, should be taken into account in considering a faculty member's total workload. On occasion, a faculty member may seek relief from departmental obligations to devote time to personal/professional interests. If these activities do not contribute to School or divisional goals, the Division Director may decline to approve such requests.

During on-duty semesters, faculty members are expected to be available for interaction with students, service responsibilities and other responsibilities even if they have no formal course assignment that semester. *Office hours should be proportional to 25% of credits taught per term* (e.g. 1 hr/4 credit hour class). On-duty faculty members should not be away from campus for extended periods of time unless on an approved Faculty Professional Leave or other approved leaves (see section XIII).

#### A. Policy on Faculty Workload

The mission of the School reflects a balance of effort in teaching, research/creative activity, and service. The University defines teaching workload assignments in terms of three kinds of teaching units: 1) baccalaureate departments, 2) baccalaureate/masters departments, and 3) baccalaureate/masters/doctoral units. The School of Health and Rehabilitation Sciences falls into the category of baccalaureate/masters/doctoral units with nine baccalaureate level programs, one masters degree program (MS), two entry-level doctoral program (DPT, OTD) and a PhD program. The University's recommended norm for teaching activities for baccalaureate/master's units is at least 60% of the total departmental workload with the remainder devoted to research/creative activity, service, and other professional activities consistent with the unit's mission. The University's recommended norm for teaching activities for baccalaureate/master's/doctoral units is at least 50% of the total departmental workload with the remainder devoted to research/creative activity, service, and other professional activities. As some units within the School are currently not involved in doctoral education, their workload will be more consistent with the baccalaureate/master's expectations; other units will be more aligned with the baccalaureate/master's/doctoral unit expectations due to their involvement in doctoral education. Overall workload is determined by discussions with the faculty member, division director, and School director. 12 credits each semester and summer term (36 / year if 12 month FTE and 24 / year if 9 month FTE in semesters) is the equivalent of 100% time devoted to teaching. Expected workload varies by appointment but is projected to be as listed below on average:

- 1) Tenure Track: 40% teaching (12-16 credits/year), 50% research, 10% service
- 2) Clinical : 65% teaching (21 – 25 credits / year): 25% research, 10% service

- 3) Research: 90% research; 10% service (teaching may be assigned up to 10% of workload by approval of the School Director, Division Director and Committee of Eligible Faculty).
- 4) Associated Faculty: typically the appointment of associated faculty should follow the same workload formula such that a 50% FTE would teach 18 credits over the course of the year unless other duties are included in the appointment (e.g. service).

Teaching of independent studies, practica, or research advisement (4198, 6198, 8198) can account for up to 3 credits of teaching annually within the above stated credit expectations.

Responsibilities for teaching, research, and service, will vary among the faculty. Newly hired faculty should gradually move toward a full teaching load over their first 3-4 years. Faculty with substantial extramural funding will be assigned lighter teaching loads. Other faculty with heavier teaching loads should have lighter research responsibilities. Those with administrative duties (division directors, program directors, clinical coordinators) will have adjusted expectations either in the area of research or teaching or a combination of the two.

Coordinators of clinical education can count 30% of the clinical course credits toward their teaching expectation but will also have a 5% administrative commitment for every 20 students placed into clinical experiences/year, using this formula:

$$.05 [ (\# \text{ students} \times \# \text{ placements}) \div 20 ] = \%$$

Program directors, including the Graduate Studies Chair, the Diversity Director, and the Honors Director, will have a 10% administrative workload commitment and Division Directors will have a 25% workload commitment. The Chair of the Committee of Eligible Faculty will have a 5% administrative workload commitment. These administrative workloads will result in a decrease in either their teaching or scholarship expectations or both, based on agreement with the School Director.

#### B. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). The Information provided below supplements these policies.

Untenured faculty will normally be provided an SA, focused on research, during their probationary period. Reasonable efforts will be made to award SA opportunities to all productive faculty members on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. The assignment is typically for one semester. The Executive Committee will evaluate all SA proposals and make recommendations to the School Director. The School Director's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the School or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

### X. **COURSE OFFERINGS AND SCHEDULES**

While consideration must be given to the teaching specialties and preferences of the faculty, the primary consideration in scheduling classes must be to provide for the needs of students, both the

School's own students, and those from other departments who need specific courses to meet their degree requirements. Every effort should be made to assure the regular availability of required courses. It is the Division Directors' responsibility to assure that the schedule of course offerings for each semester makes the most effective use of the School's instructional resources.

A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17 (<http://trustees.osu.edu/assets/files/RuleBook/UniversityFacultyRules.pdf>) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught across semesters of offering to assure that instructional expertise is always available for such courses and class sizes remain reasonable.

## **XI. ALLOCATION OF SCHOOL RESOURCES**

The School Director has responsibility for establishing and implementing the budget for the School of Health and Rehabilitation Sciences. The divisions each receive funds for faculty and staff positions in support of the academic program and an operating budget; these are based on student enrollment and revenue generation. Each of the Division Directors has responsibility for allocating funds for travel and other instructional support activities. The School Director has responsibility for equitably allocating space designated to the School. This will include office space within the divisions of the School and the classroom pool in Atwell Hall.

## **XII. 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 (<http://oaa.osu.edu>) and Office of Human Resources Policies and Procedures website, <https://hr.osu.edu/policies-forms>

. The information provided below supplements these policies.

### A. Discretionary Absence

Faculty are expected to complete a travel request or an Application for Leave form (<https://eleave.osu.edu>) 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 chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (See Faculty Rule 3335-5-08) and must be requested at <https://eleave.osu.edu/>.

### B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member,

or someone speaking for the faculty member, should let the Division Director/School Director know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. See OHR Policy 6.27 at <https://hr.osu.edu/policies-forms> for additional details.

### C. Unpaid Leave of Absence

An unpaid leave of absence (LOA) may be requested by faculty for personal or professional reasons, according to OHR Policy 6.45, <https://hr.osu.edu/policies-forms>.

The information provided below supplements these policies.

Personal reasons may include family difficulties or other matters that prevent a faculty member from carrying out duties for a relatively short period of time or illness that continues after a faculty member has used up sick leave. Paid sick leave should always be used before a leave of absence is granted for illness. In the event that the illness turns out to be long term and disability retirement becomes necessary, STRS will not consider disability retirement until paid sick leave has been exhausted.

Professional reasons include the opportunity to take a temporary paid position outside the University that will enhance professional development and increase the faculty member's value to the academic unit on his/her return. In requesting a LOA for professional reasons, a copy of the letter to the faculty member setting forth the terms and goals of the temporary appointment must be attached to the faculty member's request for approval. The process of approval includes review and approval by the School Director, Dean of the College of Medicine, Office of Academic Affairs, and The Ohio State University Board of Trustees.

Leaves of absence are not granted to: 1) untenured faculty in their terminal year of employment, or 2) to faculty who have accepted a new position. A LOA will be granted for no more than one year at a time and may not exceed two consecutive years. Further, an unpaid LOA does not automatically stop the tenure clock for probationary tenure track faculty. A request to exclude the period of leave must be submitted under the terms of Section (D)(2) of Faculty Rule 3335-47-03. Faculty on unpaid LOA will not be compensated by the School during the period of the leave nor granted any supplemental compensation.

In requesting an unpaid LOA, the faculty member will write a letter to the Director of the School explaining the reason for the request, the timing of the leave, and suggest arrangements for covering his or her teaching responsibilities. If the request for LOA is to take a temporary paid position outside the School that will enhance professional development, the faculty member must attach to the request a copy of the letter of offer setting forth the terms and goals of the temporary appointment. Upon approval by the School Director, the request will be forwarded to the other offices for review. Approval will be based upon the reasonableness of the request, the availability of suitable instructional staff to cover the faculty member's teaching responsibilities and, in the case of leave for professional purposes, the potential value of the proposed leave to the tenure initiating unit.

D. Faculty Professional Leave (<http://oaa.osu.edu/handbook.html>)

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves (<https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>). The information provided below supplements these policies.

In accordance with University policy, faculty at Ohio State may request a faculty professional leave (FPL) to pursue a period of intensive study or research that will assist the faculty member with his or her academic responsibilities in the School. A FPL can be granted in accordance to University rules, which state that it should not exceed one academic year and cannot bridge two academic year (e.g. spring semester and the following autumn semester).

In accordance with University policy, only tenured faculty with at least seven years of service as a regular faculty member of Ohio State are eligible for a faculty professional leave in the School. Years of service at another university and years served in auxiliary appointments can not be credited toward the seven-year requirement. Proposals for a FPL may encompass professional development in either teaching or research or both. Faculty may not use the FPL program to teach at another institution. Approval for a FPL will have no salary rate reduction for a semester of leave, and 67% for more than one. The FPL application should describe any non- Ohio State compensation that the faculty member will receive during the period of the FPL. Faculty may receive non-Ohio State compensation for FPLs of longer than one semester, provided that: 1) the activity to be compensated supports the purposes of the FPL and, 2) the combined leave stipend and external support do not exceed the level of regular annual salary.

Faculty applying for a FPL are required to follow procedures outlined in the Office of Academic Affairs Policies and Procedures Handbook. The approval process includes submitting a completed application, including: 1) letters of support, and 2) Continuation of Service Statement signed by the faculty member, School Director, and Dean of the College of Medicine. Application review and approval should occur at least two months prior to the beginning of the proposed leave. Approval must be gained from the Director of the School, Dean of the College of Medicine, Office of Academic Affairs, and The Ohio State University Board of Trustees. Cancellation or changes to the timing of the leave must be submitted as a written request through the same levels of approval.

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

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting 11 (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>). The information provided below supplements these policies.

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 School 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 department. In addition, it is university policy that faculty may not spend more than one business day per week on supplemental compensated activities and external consulting combined. Faculty who fail to adhere to the university's policies on these matters, including seeking approval for external consulting, will be subject to disciplinary action.

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

Information on faculty supplemental compensation is presented in the university's Policy on Faculty Financial Conflict of Interest (<http://oaa.osu.edu/assets/files/documents/FinConfInt.pdf>). 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 screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts may be subject to disciplinary action.

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

Members of the School with grievances should discuss them with the school director 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

##### A. Faculty Appeals: Salary Equity Appeals Process

A process is in place to address salary appeals based on the belief that a faculty member's salary is lower than comparable faculty within an academic unit and that the disparity can not be explained by factors that appropriately affect salary levels. Faculty may obtain information from: <http://oaa.osu.edu/handbook.html> The faculty member should meet with the School Director and provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the School Director and wish to pursue the matter may be eligible to file a more formal salary appeal, as described in the faculty handbook (<http://oaa.osu.edu/handbook.html>).

Staff members who are not satisfied with the outcome of the discussion with the School Director and wish to pursue the matter should contact Consulting Services (<https://hr.osu.edu/services/compensation/>) in the Office of Human Resources

##### B. Faculty Misconduct:

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 (<https://hr.osu.edu/services/compensation/>).

##### C. Faculty Promotion & Tenure Appeals:

Promotion and tenure appeal procedures are set forth in Faculty Rule 3335-5-05 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>).

#### D. Sexual Misconduct, Sexual Harassment, and Relationship Violence

The University's policy and procedures related to sexual misconduct, sexual harassment, and relationship violence are set forth in OHR Policy 1.15 (<https://hr.osu.edu/public/documents/policy/policy115.pdf>).

#### E. Student Conduct / Academic Misconduct

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 Division 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 Division 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 [www.oaa.osu.edu/coam/home.html](http://www.oaa.osu.edu/coam/home.html) and <http://senate.osu.edu/committees/COAM/COAM.html>.

#### F. Code of Student Conduct

In accordance with the Code of Student Conduct (<http://trustees.osu.edu/rules/code-of-student-conduct/>), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.

#### G. Professional Student Honor Code

Professionals have a moral responsibility to themselves, to their patients, to their associates, and to the institution with which they are affiliated, to provide the best service possible. Personal ethics require certain inherent elements of character that include honesty, loyalty, understanding, and the ability to respect the rights and dignity of others. Personal ethics require conscientious preparation during one's academic years for eventual professional duties and responsibilities. A continuation of the development of professional efficiency should be accomplished by observation, study, and investigation during one's entire professional life. Strength of character should enable one to rise above prejudice in regard to race, creed, or economic status in the interest of better professional service. To maintain optimum professional performance, one should be personally responsible for maintaining proper physical and moral fitness. Finally, it must be realized that no action of the individual can be entirely separated from the reputation of the individual or of his or her profession. Therefore, a serious and primary obligation of the individual is to uphold the dignity and honor of his or her chosen profession by thoughts, words, and actions

## **Professional Probation**

Any student whose professional behavior, conduct, competence, or interpersonal skills are judged unsatisfactory may be placed on professional probation by the Executive Committee. This probation may be lifted by demonstration of behavior specified in the conditions of probation. Professional probation must be lifted behaviorally, not cognitively, and may constitute reason for disenrollment with continued misconduct, just as does the traditional academic probation.

### C. Student Grievances

Student grievances that may require a formal review process relate to: 1) a challenge to an admission decision of the School, 2) a challenge to a grade received in class, or 3) a challenge to academic or professional warning, probation, disenrollment or dismissal actions. Students should submit their written petition within 30 days of their notice of decision/action or grade posting. A response to the petition should be generated within 30 days of its receipt.

#### 1. Challenge to Admissions

- a. An initial response to an inquiry concerning an unfavorable admissions decision requires that the student applicant meet with a representative of the Office of Student Services of the School to receive an explanation of the process and an assessment of the student's strengths and limitations in light of the criteria used for the selection.
- b. Applicants not satisfied following their initial contact with the Office of Student Services are then encouraged to meet with a representative of the division to which they applied.
- c. Once these previously mentioned steps have been completed, if the student still feels that the decision should be challenged, an appointment should be made with the School Director to discuss the challenge. The applicant will be required to submit a written request for an appeal which would only be considered if the request is based on a lack of due process.
- d. Upon receipt of the written request for appeal, the School Director will form a committee consisting of three members, two members from divisions within the School but not from the division involved in the review, and one member preferably from outside of the School.
- e. The committee will receive information from the division involved in the review concerning the criteria used in the selection process and how it impacted on the applicant in question. The committee will also have access to information collected during the previous portions of the appeals process, as well as counsel concerning legal implications. The committee will produce a written document with recommendations at the completion of their deliberations. Copies of the report should be distributed to the School Director and to the division involved in the review process.
- f. The School Director will be responsible for responding to the applicant following completion of the committee's activities.

#### 2. Challenge Related to a Grade

- a. A student may challenge a grade only for procedural reasons. If a student believes that a procedural error in grading was made, the student should follow Rule 3335-7-23 in making an appeal.
- b. The student should first meet with the instructor of the course and if the

instructor does not agree that a procedural error was made, the student must meet with the Division Director to discuss the grade grievance. The Division Director shall respond to the student in writing no later than thirty days after the student has requested a review by the Division Director.

c. Upon receipt of the Division Director's response, if the issue is not resolved to the satisfaction of the student, the student may within two weeks request in writing a grade appeal to the School Director.

d. The School Director will form a faculty committee comprised of three faculty within the School but not from the specific division in which the student has enrolled. The faculty committee will gather evidence related to the appeal, receiving information from the faculty member involved, as well as additional information from the student if needed.

e. The faculty committee will produce a written document with recommendations at the completion of their deliberations. Copies of the report will be distributed to the School and to the Division Director and instructor involved in the review process.

f. The School Director will be responsible for responding to the student, following completion of the committee's activities.

g. If the student is not satisfied with the response from the School Director, the student may seek further review through the Vice Dean of Education in the College of Medicine where College rules for appeal will apply.

### 3. Challenge to Academic Warning, Probation, or Dismissal Actions:

i. The student wishing to appeal the School's Decision for academic sanctions (warning, probation or dismissal) should provide written rationale for the appeal to the School Director.

ii. The School Director will appoint a faculty committee comprised of three Division Directors within the School but not from the specific division in which the student has enrolled. The faculty committee will gather evidence related to the appeal, receiving information from the Division involved, as well as additional information from the student if needed.

c. The faculty committee will produce a written document with recommendations at the completion of their deliberations. Copies of the report will be distributed to the School and to the Division Director of the respective Division.

d. The School Director will be responsible for responding to the applicant, following completion of the committee's activities.

e. If the student is not satisfied with the response from the School Director, the student may pursue further appeal based on Rule 3335-7-23.