

**Pattern of Administration**

**College of Nursing  
The Ohio State University**

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## **PATTERN OF ADMINISTRATION**

### **COLLEGE OF NURSING**

#### **I. Introduction**

This document, called the Pattern of Administration (POA) describes the organization, policies, and procedures of the College of Nursing at The Ohio State University that affect its faculty and staff. It is not a replacement for other rules and procedures published by the university, but should be viewed as a supplement. This document is subject to continuing revision. It must be revised or reaffirmed on the appointment or reappointment of the dean. Faculty will provide an advisory vote to the dean on approving changes to the POA. The policies and procedures in this document are in accordance with the *Rules of the University Faculty*, and changes in the rules take precedence over statements in this document. The approved and most updated version of this document will be available on the college intranet (SharePoint).

#### **II. College Mission Statement**

We exist to revolutionize healthcare and promote the highest levels of wellness in diverse individuals and communities throughout the nation and globe through innovative and transformational education, research, and evidence-based clinical practice.

#### **III. Administrative Structure (Refer to Attachment A)**

##### **III. A. Dean**

The roles and function of the dean are described in Faculty Rule 3335-3-29. In the absence of departments, and department chairs, according to Faculty Rule 3335-3-35, the dean will also have the responsibility to:

1. Develop, in consultation with the faculty, a *Pattern of Administration*, which will be made available to all present and prospective members of the college. A copy shall be deposited in the Office of the Dean and of the Executive Vice President and Provost.
2. To prepare, after consultation with the faculty and in accordance with the *Pattern of Administration*, a statement setting forth the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty (refer to College of Nursing *Appointment, Promotion and Tenure* document). This statement shall be made available to all present and prospective members of the college, and a copy shall be deposited in the Office of the Executive Vice President and Provost. At the beginning of each five year term of the dean, the members of the college, the Office of the Dean of the college, and the Office of the Executive Vice President and Provost shall receive either a revision or reaffirmation of the original statements.

3. Provide a schedule of all regular college faculty meetings to all faculty members before the start of each semester, maintain minutes of all faculty meetings, and maintain records of all other actions covered by the *Pattern of Administration*.
4. Consult with the faculty as a whole on all policy matters, and such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole.
5. Favor a majority faculty rule of voting eligible faculty on all matters covered by the *Pattern of Administration*. To enhance communication and to facilitate understanding within the college, whenever majority faculty rule is not followed, the dean will explain the reasons for the departure. Where possible, the statement of reasons shall be provided before the departure occurs, in writing or at a faculty meeting, with an opportunity provided for faculty to comment.

### **III. B. Vice Dean**

The vice dean for the college is appointed by the dean. Refer to Attachment B for duties and responsibilities.

### **III. C. Associate Deans**

The associate dean for academic affairs and educational innovation, the associate dean for research and transdisciplinary research, and the associate dean for advanced practice and community engagement are appointed by the dean with input from the vice dean. Refer to Attachment B for duties and responsibilities.

### **III. D. Assistant Deans**

The assistant dean for pre-licensure programs, the assistant dean for student affairs, and the assistant dean for clinical affairs are appointed by the dean with input from the vice dean and associate dean for academic affairs and educational innovation. Refer to Attachment B for duties and responsibilities.

### **III. E. Executive Leadership Team**

The Executive Leadership Team (ELT) members are appointed by the dean and convened at the discretion of the dean. The ELT consists of the vice dean, the associate and assistant deans, and any other senior administrative college member appointed by the dean. Refer to Attachment B

### **III. F. Center Directors**

The center directors are appointed by the dean with input from the vice dean and associate dean for research and Transdisciplinary research. Refer to Attachment B for duties and responsibilities.

### **III. G. Centers**

The college has centers of excellence that will further the mission of the college, raise our visibility locally and nationally/internationally, differentiate us from other colleges of nursing throughout the nation, facilitate external funding, and propel us from excellence to eminence through innovation, discovery, and leadership. Proposals for new centers must be submitted to the dean. Refer to guidelines in Attachment E

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### **III. G.1. Center for Research and Transdisciplinary Scholarship**

The Center for Research and Transdisciplinary Scholarship provides important resources to support faculty and student research and scholarly activities, including significant grants development support and access to statistical consultants and scientific editors. The center is under the direction of the associate dean for research who reports to the vice dean. The center is staffed by an associate director who provides consultations on research design and methodology, a grants management specialist to assist with grant submission and post award management, and a graduate research assistant to help with IRB applications and literature searches. The center also maintains two wet laboratories that are staffed by a fulltime research specialist who is available to consult with faculty and students on laboratory methods and to assist with assays as needed.

### **III. G.2. Center for Women, Children, and Youth**

The mission of the Center for Women, Children, and Youth is center is to foster collaboration, outreach, research, educational, and translational activities to optimize the highest levels of health and wellness outcomes in infants, children, adolescents, and women. The center is led by a director who reports to the vice dean with a collaborative, dotted reporting line to the associate dean for research and transdisciplinary scholarship.

### **III. G.3. Center of Excellence in Critical and Complex Care**

The Center of Excellence in Critical and Complex Care is a transdisciplinary center of excellence in research, education, practice and clinical scholarship at The Ohio State University College of Nursing that fosters the highest quality of care for adults with critical and complex illnesses. The center is led by a director who reports to the vice dean with a collaborative dotted reporting line to the associate dean for research and transdisciplinary scholarship.

### **III. G.4. Center for Transdisciplinary Evidence-Based Practice**

The Center for Transdisciplinary Evidence-based Practice (CTEP) is an innovative enterprise comprised of Evidence-based Practice (EBP) experts that fosters EBP for the ultimate purpose of improving quality of care and patient/family health outcomes. The CTEP is led by a director who reports to the dean.

## **III. H. Faculty**

### **III. H.1. Faculty Titles**

Rule 3335-5-19 in *Rules of the University Faculty* defines "faculty" as persons appointed by the Board of Trustees with tenure, clinical, research, and associated faculty titles on full or part-time appointments, with or without salary. For purposes of governance functions, as stipulated in Rule 3335-5-191, members of the faculty are responsible for the governance of the college. All tenure track, clinical, and research faculty in their second term shall be considered voting faculty members of the college. Associated faculty may be allowed to vote on curriculum issues only. To vote on curriculum issues, associated faculty may vote only on issues related to the program in which 50% or more of their teaching is concentrated (that is, graduate or

undergraduate programs) and if they are employed at least 50% in the college of nursing. Clinical and research faculty cannot vote in promotion and tenure cases of tenure track faculty per the rules of the university faculty. Associated faculty and persons with non-academic appointments are eligible to vote in some committee meetings according to the guidelines for committee structure and responsibilities.

### **III. H.2. Functions of the Faculty**

The functions of the faculty include, but are not limited to:

- a. Develop, revise and evaluate the philosophy, objectives, and the curricula for the College of Nursing.
- b. Initiate, implement, and evaluate policies for the academic programs of the college.
- c. Determine criteria for student admission, progression, and graduation.
- d. Determine and approve criteria for appointment, promotion and tenure, or promotion of faculty within the rules of the university.
- e. Foster an environment conducive to the professional development of students and faculty.

### **III. H.3. Nursing Distinguished Professor**

Distinguished faculty members within the College of Nursing may be awarded the title Nursing Distinguished Professor in recognition of excellence in teaching, research, and service, and demonstrated extra-mural funding and/or national/international impact. This honorific may be awarded to anyone currently in the college or new faculty recruited to the college.

Internal nominations for a College of Nursing Distinguished Professorship come from the associate deans or the vice dean. Nominations must include evidence of excellence in research, teaching, and service, extramural funding and national or international impact. The Dean with input from the Vice Dean will make nominations and appointments of external faculty recruits..

The College of Nursing Distinguished Professorship is an honorific title, not a new faculty rank. This award serves to honor senior colleagues or recruit senior faculty who have earned distinction in all three areas of professional endeavor, and whose work, has earned them national and international recognition of the highest sort.

To be eligible, internal faculty must not already hold a titled position, such as Eminent Scholar, Distinguished University Professor, or an endowed chair, and must have served at full professor rank for at least three years at Ohio State. External candidates recruited into this position must be eligible for full professor rank at Ohio State. Eligible faculty must be truly distinguished scholars in their field of specialization, with records of sustained and significant productivity throughout their careers. They must also have a record of excellence in teaching and outstanding service to their departments, the university, and the profession. Evidence of such distinction may include, but would not be limited to the following: significant awards for research and creative activity; a major professional or university award; editorship of a major professional journal; or, elected position in a prominent professional association. The Dean will appoint at least a 3 member committee to review nominations. This committee will then forward their

recommendation to the Dean who will make the appointment with input from the Vice Dean.

Compensation: Successful candidates from within the college will receive a \$2,500 to \$5,000 addition to their base pay and the title "College of Nursing Distinguished Professor of [area of specialization]." A full time faculty member with this title being appointed to the college would start at the 75<sup>th</sup> percentile or higher of the American Association of Colleges of Nursing (AACN) salaries for colleges of nursing in an academic health sciences center.

Responsibilities and Resources: A full time faculty member with this honorific may be assigned reduced teaching loads (that is, a re-distribution of duties to allow for focus on areas of excellence), and is expected to mentor faculty and serve in a leadership capacity to assist the college in achieving strategic planning goals. Additional resources, such as research funds or graduate or research assistants commensurate with the faculty members' research trajectory and/or responsibilities in the college, may also be awarded at the discretion of the Dean. A part time appointee may engage in college initiatives through activities such as public lectures, guest lectures in courses, and consultations on curriculum development or re-design.

Term: The initial appointment is up to five years. The Distinguished Professors are eligible for subsequent terms of five years based on a favorable review of the Executive Leadership Team and decision by the Dean. It is essential that such professorships be reserved for the most distinguished senior faculty. Therefore, no more than 20% of the total number of tenured/tenure track faculty in the College of Nursing may hold this title.

### **III. I. Graduate Associates**

Graduate associates (GAs) are appointed by the dean, associate deans or assistant dean as needed. Standard salary levels are set annually by the college, following university guidelines. Graduate teaching associates (GTAs) and graduate research associates (GRAs) are expected to meet the same health and safety requirements (e.g. immunizations, infection control test) that faculty members are required to meet. Faculty members who acquire funding for graduate research associates may obtain copies of current applications from the associate dean for academic affairs. The applicant is referred to the college human resources manager to complete a Graduate Associate contract. All graduate research associate changes need to be reported to administrative services immediately for pay and other considerations. All graduate associates are required to participate in orientation and training programs appropriate to the type of appointment.

### **III. J. Postdoctoral Fellows**

Postdoctoral fellows are also referred to as postdoctoral associates. These positions are usually funded through a particular research, training, or program grant. Postdoctoral fellows report to the faculty member specified as their mentor.

### **III. K. Support Staff**

The college employs a variety of highly qualified staff to assist the deans and faculty to meet the varied teaching, research, and service goals of the college, and to provide

support and services to students, alumni, parents, and prospective students. Staff are considered a vital part of the college.

### **III. L. Emeritus Appointments**

Emeritus faculty are retired faculty who have served the university over a period of time. Faculty who desire emeritus status will submit a letter and curriculum vitae to the dean. The dean will make a recommendation to the provost.

## **IV. College Committees**

The college has several standing, ad hoc, and appointed committees that assist with college operations. A current list of committees and bylaws and constitutions is included in Attachment C. The list of committees and current members is available on the college Sharepoint site.

### **IV. A. College Faculty**

College faculty meetings are held monthly or at least twice a semester during the academic year. The quorum for college meetings will consist of at least two-thirds of the voting faculty members who are not on approved leave or special assignment during the semester of the meeting. The dean will announce the number necessary for a quorum at the first meeting of each semester. Decisions that require a vote from the faculty include new courses, new programs, academic policies, changes in promotion and tenure requirements, and changes in the *Pattern of Administration*. Decisions are made by majority rule (majority of voting eligible faculty who are present). Items from standing college committees that require a faculty vote may be added to the faculty meeting agenda.

Faculty forums will be scheduled on a regular basis each semester. Forums are the venue for discussion of topics of importance to faculty, such as academic programs, courses, academic policies, faculty development, and appointment, promotion and tenure requirements. Any standing college committee may recommend topics for forums to the vice dean's executive assistant. The requesting faculty member is responsible for the agenda, handouts, and other materials for the relevant forum.

Special faculty meetings may be called by the dean and/or vice dean or upon the request of one-third of the voting faculty members. A request for a special meeting is to be sent to the dean with a clear purpose stated for the meeting.

## **V. Faculty Duties and Responsibilities**

### **V. A. Appointment/Reappointment Criteria**

See criteria for appointment and reappointment, stated in the College of Nursing *Appointments, Promotion and Tenure* document. A current version of this document is maintained on the college SharePoint site.

### **V. B. Licensure and Credentials**

All nurse faculty are required to have a valid, current Ohio registered nurse license. When appropriate, national certification and a certificate of authority are required. Upon hire all faculty are required to submit original transcripts for each educational degree earned. Information regarding licensure and certificates of authority in the state of Ohio can be obtained by contacting the Ohio Board of Nursing, Suite 400, 17 South High Street,

Columbus, Ohio 43215-3413 (614/466-3947). Non-nurse faculty must have credentials appropriate to their specialty.

### **V. C. Health Policies**

The Occupational Safety and Health Administration (OSHA) currently requires hospital and clinical agencies to show proof that all personnel who have patient contact are knowledgeable about tuberculosis and bloodborne pathogens and have been immunized or are immune to certain communicable diseases (as recommended for health care workers by the Centers for Disease Control). These are requirements of all faculty, clinical instructors, and graduate associates.

### **V. D. Health Information Privacy Act (HIPAA) Training**

It is a requirement of the College of Nursing that all faculty, staff and students receive training annually regarding current HIPAA requirements and recommended practices. All newly appointed faculty and staff are required to undertake an approved form of HIPAA training and successfully pass a post-test within 30 days of employment. The HIPAA training and post-test are available on SharePoint. Faculty adherence to training requirements is monitored by the assistant to the Associate Dean for Academic Affairs. Staff adherence to training requirements is monitored by the HR office in the college. Faculty who are required to complete HIPAA training at the OSU Wexner Medical Center may substitute the medical center training for the college training. In such cases, proof of current completion must be sent to the assistant to the associate dean for academic affairs.

### **V. E. Liability Insurance Coverage**

The university maintains a blanket student liability insurance policy that covers all students (**except** students in the graduate nurse midwifery specialty during nurse midwifery clinical practice) and faculty (**except** nurse midwifery faculty) during official instructional activities under the auspices of the college. This policy DOES NOT cover students or faculty for any activity that is not part of a specific instructional assignment nor does it cover students when the semester is not in session.

### **V. F. Responsibilities of the Faculty**

The duties and responsibilities detailed below are consistent with the overall mission of a major, public, research-extensive university. This policy does not, however, constitute a contractual obligation for any individual faculty member as changes in demands and individual circumstances may warrant deviations from the expected norms delineated in the policy. While there is considerable freedom built into the faculty members' work in the college, there are certain obligations that all faculty members are expected to meet. These include: course commitments and attendance at college meetings, course meetings, curriculum work days, committee meetings, faculty development meetings and forums, college recognition ceremonies and functions, and at least one university commencement exercise per year.

The overarching goal of the university is to become one of the world's great public research and teaching universities. All faculty are expected to contribute to meeting these objectives. However, it is recognized that at different times during a faculty member's career, the contribution in one or two areas may predominate and exceed contributions in the other areas. This variation must result from agreement between the

dean and the faculty member. When such a variation occurs, excellence is still expected and the relative proportion of effort dedicated to specific activities will be adjusted. In total however, the college will be judged according to how well it meets the university's goals and objectives.

The College of Nursing embraces the university's goals and objectives and also has a stated goal of excellence in clinical practice. As an academic unit within a doctoral/research extensive institution, excellence in research is expected. In order to advance these goals and to achieve excellence in all three missions, the following guidelines for assignments are adopted. As a guiding principle, all tenured and tenure-track probationary faculty are expected to teach, conduct research that has been extramurally funded, publish and provide service to the college, university, and profession. Clinical faculty are expected to teach, conduct clinically-relevant research, publish, engage in and provide leadership in clinical practice, and provide service to the college, university, profession, and community. Research faculty are expected to engage in research activities related primarily to seeking extramural funding, publish extensively, and mentor faculty in the college on research and scholarship. The primary responsibility of paid associated faculty (i.e., clinical instructors of practice) is to teach; however, they are also expected to provide service to the college and to make scholarly contributions to the profession, such as publishing in the professional literature, making presentations at professional meetings, developing continuing education offerings, and developing clinical and educational innovations.

All faculty in the College of Nursing are expected to attend all planning events that are generally scheduled during the week prior to the beginning of autumn semester and after finals week in autumn and spring semesters. New faculty appointees are required to attend orientation sessions sponsored by the college. New tenure line, clinical and research faculty also are strongly encouraged to attend those sponsored by the university.

### **V. F.1. Teaching**

The university's and college's goal is to provide students with the highest quality educational experience that will prepare them for the professional roles they will assume. To accomplish this, faculty are expected to possess knowledge of core material, relevant clinical specialty, and the appropriate pedagogical skills for both classroom and clinical teaching. Faculty are also expected to use available state of the art pedagogy in the classroom.

Dimensions of teaching may include, but are not limited to: a) classroom, clinical or on-line instruction, b) course/curriculum development and design, c) clinical laboratory instruction/supervision, d) creation, production, and publication of instructional materials, e) supervision of graduate student research, f) guiding graduate teaching associates, g) independent study, h) field instruction, and l) student advising.

Teaching responsibilities may include some combination of undergraduate, graduate, clinical and non-clinical courses, laboratory instruction, and research supervision. Clinical instruction is accomplished with a ratio of students/faculty

depending on professional standards, requirements of the clinical agency, and college resources. Associated faculty, clinical faculty, and clinical preceptors assist tenure-track faculty in the provision of clinical supervision and evaluation of both undergraduate and graduate students.

All tenure track faculty are expected to pursue external research funding. Clinical faculty are encouraged to pursue externally-funded practice-related or educational projects, evidence-based practice projects, or research. Research faculty must pursue external funding based on the terms of their contract.

Teaching is expected of all tenure track and clinical faculty. Teaching assignments may be individually negotiated with the associate dean for academic affairs and educational innovation and with input from the dean/vice dean, executive leadership team, and center director as relevant. The teaching assignment takes into account percentage of committed effort and salary recovery related to grant funding. Full-time tenured faculty with no funded release time would teach approximately 4 courses for the academic year ( service responsibilities, such as chair of undergraduate or graduate studies, will be factored into the assignment). Clinical faculty are also expected to teach approximately 5-6 courses per academic year. Practice time allocation will be factored in to the teaching assignment. Faculty practice time will only be factored into the teaching assignment if: a) practice time is reimbursed directly to the college, or b) faculty oversee students in their practice. The teaching load for probationary faculty will be negotiated with the dean/vice dean and associate dean for academic affairs and educational innovation. However, the absence of extramural funding does not exempt a faculty member from continuing a record of productive scholarship. Details of teaching load adjustments are detailed in Section V.F.2.

Research and Scholarship. No teaching load adjustment can be made for grants for which no salary and benefits support is provided or for no-cost extensions that provide no salary support. Faculty who participate in grants with contributed time must obtain approval from their direct report prior to submitting the grant proposal. Research faculty may not teach or participate in governance committees.

Full-time probationary tenure track assistant professors who are new to the university will have a reduced teaching load of 2 courses during the first year or as negotiated with the dean/vice dean in their hire package. Extension of the reduced teaching load beyond the first year may be possible, but is negotiated with the dean and is contingent on evidence of excellent progress toward securing external funding, as well as the teaching requirements and resources of the college.

Course teaching load will be designed, whenever possible, to reflect a balance across courses of various sizes and types (e.g., presence of a clinical component requiring supervision), and taking into account new course preparation. A balance of in-class and online teaching will be considered. Teaching load will

take into account doctoral candidate advisement during the dissertation writing phase of the student's program.

Full-time paid associated faculty are expected to devote approximately 35 hours per week to teaching activities including in-class and clinical instruction, preparation time, student evaluation, and course evaluation and refinement. Part-time paid associated faculty teaching loads are pro-rated according to the percentage of the position.

#### **V. F.1.a. Course Head Responsibilities**

“Course head” is a term used to describe a faculty member who holds overall responsibility for a course that is staffed by more than one instructor. The course head is responsible for organizing the course(s) for smooth and efficient operation and implementation. Course head responsibilities include: assigning students' final grades; communicating with faculty members in the course and with the appropriate associate or assistant dean regarding curriculum matters and student placement; and communicating with other faculty members outside the course regarding curricular matters and student performance. Specific functions are to:

- Use the standards for undergraduate education in the American Association of Colleges of Nursing's *Essentials of Baccalaureate Education*, *Essentials of Master's Education in Advanced Practice Nursing*, and other national standards for clinical specialties in determining learning/clinical experiences.
- Adhere to the course objectives as approved by faculty (changes to be submitted through the appropriate College Curriculum Committee).
- Ensure that the evaluation of clinical performance is carried out in accordance with contemporary educational standards.
- Update and prepare the syllabus and other course materials in a timely manner.
- Orient faculty and preceptors who are new to the course.
- Conduct course meetings.
- Ensure course implementation each semester.
- Consult with and advise course faculty on student performance.
- Visit the clinical sites as needed.
- Consult with and inform the associate dean for academic affairs and educational innovation or the assistant dean for prelicensure programs about problematic situations or student performance problems.
- Directly evaluate the clinical performance of students who are in danger of failing the course, and provide written evaluations and recommendations for all students who are in danger of failing either didactic or clinical components of the course.
- Evaluate course faculty members, clinical instructors, and graduate teaching associates.
- Assure evaluation of clinical preceptors.
- Conduct a course evaluation at least annually, and provide results and recommendations to the undergraduate or graduate studies chair.

### **V. F.1.b. Teaching Evaluation**

It is the policy of the university that evaluation of instruction in all courses and by all faculty is required. The evaluation of teaching is a continuous and multifaceted process and is detailed in the college APT guidelines

### **V. F.2. Research and Scholarship**

The Ohio State University is classified as a doctoral/research intensive university (Carnegie Foundation for the Advancement of Teaching), which means that all faculty are expected to develop programs of research and scholarship focused on national health priorities that will build the scientific base for improving clinical practice. Faculty are expected to disseminate the results of their work and other professional activities in refereed journals and at professional and interdisciplinary conferences,

- With 25-50% salary recovery, the average annual teaching assignment will be an average of 2 courses. The teaching assignment for persons with salary recovery above or below the 25-50% range is pro-rated based on percentage of salary recovered.
- When funded research projects include indirect cost recovery, the investigator's salary recovery dollars will be divided in the following manner: 10% of salary recovery will be given to each investigator who obtains salary support through extramural funding. These funds will be deposited in the faculty member's research account.
- The investigator's research account may be utilized to support additional research personnel, equipment, and supplies not covered in the grant; to support research staff during a brief bridge period between grants; and to support graduate students, travel, and seeding new projects.

### **V. F.3. Service and Clinical Practice**

All faculty are expected to attend faculty meetings and major college and university events, such as convocation, commencement (at least one commencement ceremony per year), and, if eligible, to contribute to governance at the college, university, and professional levels. Involvement in service is expected to increase over time with tenured faculty expected to assume greater leadership responsibilities than untenured faculty. In addition, tenured faculty are expected to contribute more at the university and professional levels.

Nursing is a clinical discipline and, as such, faculty are expected to maintain their clinical expertise through regular involvement in relevant clinical activities in their specialty. For faculty who are nationally certified by an organization that requires ongoing clinical practice for re-certification, the required time spent in clinical practice will be factored into their overall responsibilities. It is expected that their practice will also be used for teaching and/or research purposes. In other words, clinical practice should facilitate teaching and research and not be an end in itself.

#### **V. F.4. Faculty Development**

A faculty development process reflects the college's responsibility to assist faculty to achieve high standards of productivity in teaching, research, and service.

Upon appointment, the associate dean for academic affairs and educational innovation, the associate dean for research and transdisciplinary scholarship, the assistant dean for pre-licensure program, and the relevant center director, in concert, will assign a faculty mentor for the probationary tenure track faculty member. New faculty members may be given the opportunity to teach both undergraduate and graduate students. These opportunities may come in the form of guest lectures. When possible, consistent teaching assignments will be made to allow for evaluation over time. Opportunities should be provided for curriculum development through committee and subcommittee work and the development of new courses and/or the revision of courses.

Probationary faculty members are encouraged to observe and talk with seasoned teachers. They also are encouraged to avail themselves of the resources at University Center for Academic Teaching at the Younkin Success Center and through the Office of Distance Education and E-learning by the second semester of the first year of the probationary period.

Newly appointed tenured and probationary tenure track faculty will be given a reduced teaching load for the first year of appointment to facilitate productivity in research and scholarship. If progress is evident and college resources permit, the reduced teaching load can be extended for a second year by the dean. Faculty should use this time to publish manuscripts in high quality research journals, plan their programs of research with input from colleagues, conduct preliminary or seed projects to underpin grant submissions, and secure funding for the next steps in their research trajectory.

Professional development plans for clinical faculty and clinical instructors are developed by the individual faculty member with discussion and input from the associate and assistant deans, program director, and course head or specialty track director with whom the faculty member works most closely. Professional development resources of the university are available to enhance teaching and research competency (see above). Faculty are expected to engage regularly in continuing professional education and other activities to increase and update clinical knowledge and skills, as well as teaching skills.

#### **V. F.5. Special Assignment (SA)**

A special assignment (SA) is one full semester devoted to research or scholarly work. SAs are only available to tenured and probationary faculty. SAs are not leaves, but rather are redistribution of faculty duties/responsibilities. Priority in granting SAs will go to untenured faculty seeking promotion, and faculty with compelling grant submission requirements. Full compensation is available up to one full semester. The faculty member is freed from teaching and service commitments. A faculty member should make formal application for an SA. The first step is to inform the associate dean for academic affairs and educational innovation in writing of the request for an SA for the

next academic year by the end of March of the spring semester. The application must include a statement of anticipated activities, objectives, and outcomes. Because the number of SAs that can be awarded is very limited, selection is competitive. Decisions about the award of SAs are made by the dean, based on the merit of the application, the fit of the application with the mission of the college, the likelihood that anticipated outcomes will be accomplished, and the availability of college resources. A report of accomplishments during the SA should be submitted to the associate dean for academic affairs and educational innovation and the vice dean two weeks after the conclusion of the SA.

## VI. Compensation Principles

Guiding principles for compensation of faculty and staff **follow** university norms and can be accessed at the following links:

Provost’s Annual Merit Compensation Process Guidelines and Instructions  
<http://hr.osu.edu/comp/guidance.pdf>

OAA Faculty Compensation  
<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>

OHR Salary Administration & Classification Policy 3.10  
<http://hr.osu.edu/policy/policy310.pdf>

The criteria for compensation and procedures related to faculty are explained in the college’s Appointments, Promotion and Tenure document.

### VI.A Criteria for Staff

The performance of each staff member is evaluated with reference to the expectations for the position, as described in the position description. A standard form is used and each aspect of staff performance is rated separately and then an overall rating is assigned. Strengths, weaknesses, and goals are addressed in writing. Ratings reflect the extent to which the individual consistently is “well below”, “below”, “meets”, “above”, or “well above expectations”.

### VI. B Procedure for Staff

The procedure for annual review of classified and A&P staff is set forth by the Office of Human Resources and is detailed in Human Resources Policy 5.25. The review of each staff member is carried out by his/her supervisor using the standard university performance evaluation tool. The following scale is used to rate staff performance:

Well Below	Performance is <i>repeatedly below</i> expectations.	0
Below	Performance is <i>sometimes below</i> expectations.	1
Meets	Performance <i>meets expectations</i> .	2
Above	Performance is <i>sometimes above</i> expectations.	3

Well Above

Performance is *repeatedly above* expectations.

4

Input for the evaluation includes feedback from relevant constituents, such as faculty and fellow staff members. Either formal (e.g., questionnaire) or informal mechanisms can be used to secure this input. The supervisor discusses the performance review with the staff member following the procedure recommended by the Office of Human Resources. The supervisor discusses the performance evaluation with his/her immediate supervisor, and ultimately each staff member's evaluation is discussed with the dean who determines the compensation adjustment.

## **VII. Leaves and Absences**

### **VII. A. Absence from Duty**

Faculty Rule 3335-5-08 states that "absence of any member of the teaching staff from ordinary service in the university, for any cause other than sickness, must be with the knowledge and approval of ...the dean of the college, and, if for longer than ten consecutive business days, with the approval of the executive vice president and provost." The form titled "Application for Leave" must be completed and approved by the associate or assistant dean and the dean, **well in advance**, for university business, conferences, meetings, consultation, or other planned activities (and vacations for 12-month faculty). In the case of sick leave, the form must be completed upon return to work.

Faculty are expected to give ample notice of intent to resign from employment, in order to allow adequate time for planning. Ideally, resignations should become effective at the end of the academic year, and not during an academic term in which the faculty member has teaching responsibilities.

### **VII. B. Family and Medical Leaves, Military Leaves, etc.**

See the OSU Office of Human Resources website Policies 6.05 – 6.45 for policies and procedures regarding requests for family and medical leaves, military leaves, etc.

### **VII. C. Professional Leave**

Professional leave is granted for faculty improvement and to encourage increased efforts in scholarship that is relevant to past scholarly work. Faculty Professional Leave is only available to tenure track faculty with at least seven academic years of service at Ohio State. Leave may be granted for up to one year. Guidelines and criteria for professional leave can be obtained from Ohio State's Office of Academic Affairs website. After preliminary discussion with the associate dean for academic affairs, an application for professional leave must be accompanied by a proposal that is evaluated for merit by the Promotion and Tenure Committee. That committee will make a recommendation to the dean. The proposal must be considered meritorious in one or more of the following categories: scholarly research, pedagogical research, creative work, or professional growth. Compelling reasons for a professional leave for any other purposes must be fully explained.

Criteria for merit include: contribution of the proposal to nursing, contribution to the college mission, relevance to previous work or new direction in research,

appropriateness of the method, and feasibility. Administrative approval by the dean will be based on the merit of the proposal and availability of current resources. If there are two or more equally meritorious requests for professional leave, priority will be given to the individual with the longest tenure. Faculty Professional Leave must be approved by the Office of Academic Affairs and the Board of Trustees.

### **VIII. Faculty Consulting Activity**

Appropriate professional service outside the university in government, industry and other institutions can enrich academic programs and benefit a variety of organizations, both public and private. Professional recognition that accompanies this participation is shared indirectly by the university. In making the decision to engage in such service, whether with or without compensation, faculty members must consider first and foremost the requirements of their total university commitment and responsibilities.

As a general rule, regular faculty members are permitted up to one working day per week for outside professional service. See The Ohio State University – Office of Academic Affairs website for the current policy (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>), and the OSU Office of Human Resources website Policy 3.30 for policies and procedures regarding “Work Outside the University” and Policy 3.35 regarding “Supplemental Compensation Regarding Work Inside the University”.

Approval must be obtained for each outside paid activity by submitting a Paid External Consulting Approval Form to the vice dean. A request must be submitted for each specific service describing the nature of the intended professional activity. For continuing outside service, a request must be submitted at the beginning of each academic year to renew the authorization. The dean may deny any request considered inconsistent with the mission, priorities, available resources, responsibilities and best interest of the department, college or university. Faculty authorized to engage in outside professional activities must report absence from regular duties on the OSU Application for eLeave the OSU web site.

An individual engaged in outside consulting or other outside employment must avoid the use of information or procedures that may involve a conflict of interest with assigned university responsibilities, particularly as relates to an area of ongoing research, including sponsored programs with specific contractual restrictions, or competing academic institutions. Annually, all faculty must complete The Ohio State University Conflict of Interest Screening/Disclosure Form that is available on the Office of Responsible Research Practices website.

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.

### **IX. Financial Conflicts of Interest**

The policy with respect to financial conflicts of interest is set forth in the office of Academic Affairs Policies and Procedures Handbook <http://oaa.osu.edu/assets/files/documents/financialconflictinterest.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 will be subject to disciplinary action.

## **X. Travel Policy and Procedures**

It is the policy of the College of Nursing to provide full or partial reimbursement to faculty, staff, students, and guests for reasonable and necessary expenses incurred in connection with approved travel on behalf of the College of Nursing. Compliance with travel request procedures will assure the timely processing of all requests. All travel request forms are submitted to the direct supervisor. Faculty with research development and/or start-up accounts are expected to draw from these funds before applying for college funds. Special circumstances must be approved by the faculty member's supervisor. Priority of funding for meeting attendance is given to those presenting at conferences. The appropriate procedures for requesting travel funds are outlined in the College of Nursing Travel Policy and Procedures document (Refer to Attachment D). It is expected that faculty will submit a paper for publication within 90 days if funding was received to attend and present at a conference.

## **XI. Grievance Procedures**

### **XI. A. Salary Grievances**

A faculty or staff member who believes that their salary is inappropriately low should discuss the matter with the vice dean. The faculty or staff member should provide documentation to support their complaint. The vice dean in consultation with the dean will provide a response within 2 weeks. Faculty members who are not satisfied with the outcome of the discussion with the vice dean/ and wish to pursue the matter may be eligible to file a more formal salary appeal [http://oaa.osu.edu/handbook/xii\\_salaryprocess.html](http://oaa.osu.edu/handbook/xii_salaryprocess.html). Per the University Office of Academic Affairs Policies and Procedures Handbook, a Salary Appeals Committee shall be convened to respond as needed to requests for Salary Appeals within the College, with membership appointed as appropriate to the nature of the appeal. Staff members who are not satisfied with the outcome of the discussion with the dean and wish to pursue the matter should contact Consulting Services in the Office of Human Resources.

### **XI. B. Faculty Misconduct**

Any student, faculty, or staff member may report complaints against faculty members to the vice dean/dean (and to the provost in complaints against the dean). Pursuant to Faculty Rule 3335-5-04 (<http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html>), the Dean may refer complaints to the college investigation committee. Committee members are appointed by the Dean.

### **XI. C. Faculty Promotion and Tenure Appeals**

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 <http://trustees.osu.edu/rules/university-rules/rules5/ru5-05.html>

**XI. D. Sexual Harassment**

The university's policy and procedures related to sexual harassment are set forth in the Office of Human Resources Policy 1.15 <http://hr.osu.edu/policy/policy115.pdf>.

**XI. E. Student Grade Grievances**

Procedures outlined in Faculty Rule 3335-8-22 will be followed (<http://trustees.osu.edu/rules/university-rules/rules8/ru8-22-231.html>)

**XI. F. Student Misconduct**

Academic and Non-academic misconduct: Procedures outline by the Code of Student Conduct will be followed. Copies of this document are available through the Office of Student Affairs.

Professional misconduct: Procedures outlined by the College of Nursing in the *Undergraduate or Graduate Student Handbooks* will be followed.

**XI. G. Staff Misconduct**

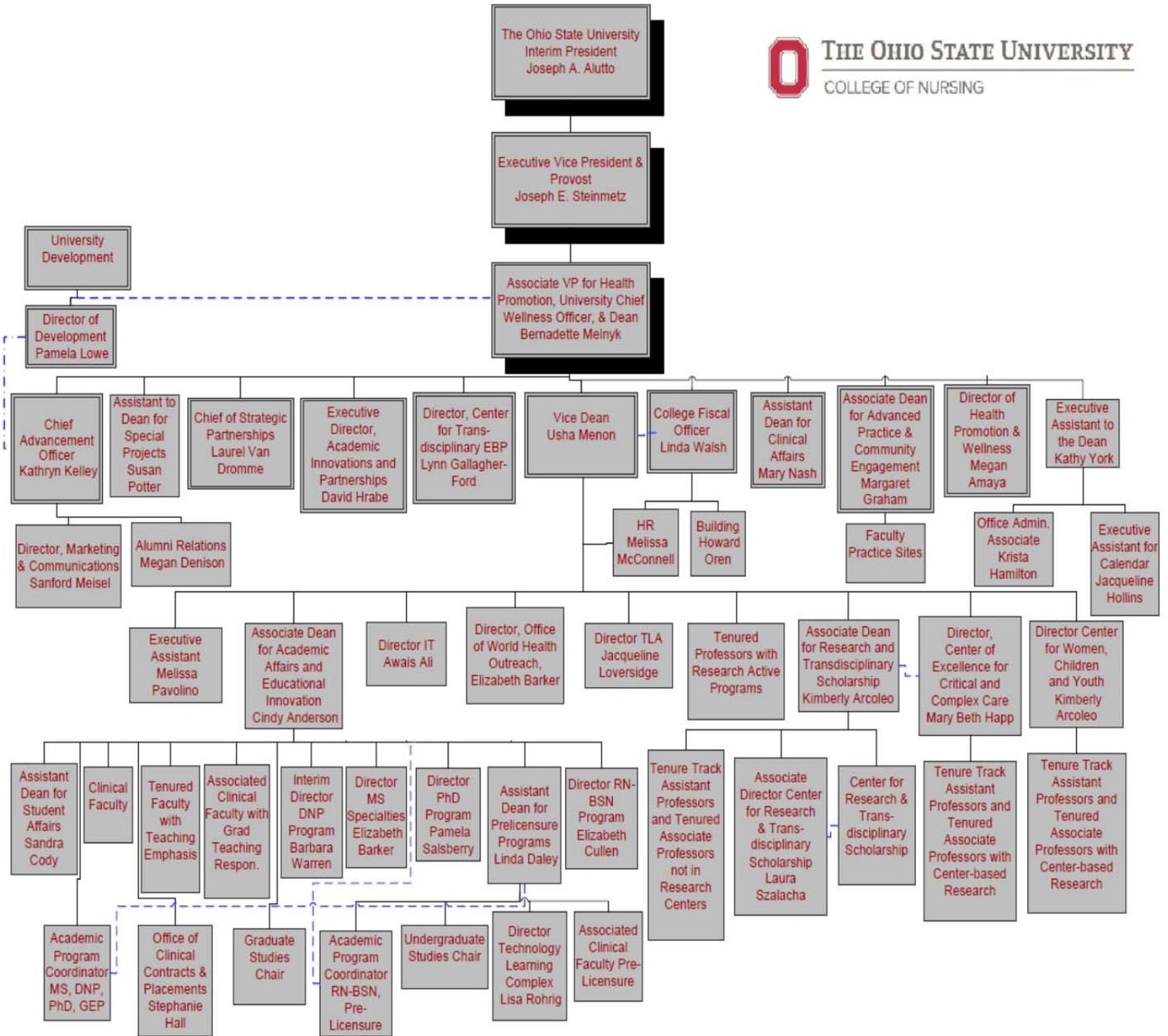
Any student, faculty, or staff member may report complaints against staff to the dean. Procedures outlined in The Ohio State University Operating Manual (8.10, 8.15, 8.20) will be followed.

**XI. H. Nondiscrimination Policy**

The Ohio State University is committed to building a diverse faculty and staff for employment and promotion to ensure the highest quality workforce, to reflect human diversity, and to improve opportunities for minorities and women. The university embraces human diversity and is committed to equal employment opportunity, affirmative action, and eliminating discrimination. This commitment is both a moral imperative consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law. All university policy is detailed in HR Policy 1.10 (<http://hr.osu.edu/policy/policy110.pdf>) which is always kept current.

For further information, contact the Office of Human Resources at 124 Archer House, 2130 Neil Avenue, Columbus, Ohio 43210-1175, (614) 292-4164, or visit <http://www.hr.osu.edu/policy/index.aspx>

**Attachment A**  
**ADMINISTRATIVE STRUCTURE**



**Attachment B**

**ROLES AND RESPONSIBILITIES OF THE VICE DEAN, ASSOCIATE AND ASSISTANT  
DEANS, AND CENTER DIRECTORS**

## VICE DEAN

### **PRIME FUNCTIONS:**

The vice dean is the administrative officer responsible for assisting the dean with the leadership and management of the college. The vice dean oversees faculty and staff development, information systems, evaluation, and human resources. He or she works closely with the dean to set and implement the strategic vision and plan of the college and garner resources through innovative and entrepreneurial activities. The vice dean participates as a member of the executive leadership team of the college and contributes to the development and implementation of the college and university goals and strategic plans. Reports to the dean.

### **DUTIES AND RESPONSIBILITIES:**

- Assists the dean in implementing the strategic vision and plan for the college.
- Oversees faculty and staff development as well as personnel actions in the college, including promotion and tenure, exit interviews and personnel actions related to service professionals and classified staff.
- Provides leadership for the college's procedures and policies.
- Finalizes faculty and staff evaluations in consultation with the dean.
- Assists the dean in financial operations and garnering resources for the college through innovative and entrepreneurial activities as well as federal, foundation and corporate grants/contracts.
- Provides leadership in creating a culture that contributes to faculty scholarship in teaching, research, and clinical practice.
- Promotes cultural diversity in the recruitment of faculty and staff.
- Represents the college at university, local, national, and international forums.
- Oversees the leadership of the college in close collaboration with the dean.
- Carries out assignments and special projects as delegated by the dean.
- Evaluates and writes annual reviews for all full professors reporting to the vice dean.
- Evaluates and writes annual reviews for all direct staff reports.

## **ASSOCIATE DEAN FOR ACADEMIC AFFAIRS AND EDUCATIONAL INNOVATION**

### **PRIME FUNCTION:**

The associate dean for academic affairs and educational innovation is appointed by the dean and has delegated administrative responsibility for the overall oversight and implementation of the college's academic programs. Reports to the vice dean. General responsibilities include but are not limited to:

### **DUTIES AND RESPONSIBILITIES:**

- Monitor and implement continuous quality improvement of the academic programs.
- Monitor trends in nursing education and providing innovative leadership to the development, evaluation, and refinement of all academic programs.
- Ensure adherence of the educational programs to state and national standards.
- Work with the office of student affairs staff to plan and implement an effective student recruitment, advisement and retention strategy.
- Assess the needs of faculty for enhancing teaching effectiveness.
- Assess the needs of clinical faculty for enhancing scholarship effectiveness.
- Organize the peer evaluation of faculty teaching.
- Make course assignments with the assistant dean for pre-licensure studies.
- Shared responsibility with the assistant dean for pre-licensure studies for appointing, orienting and supervising graduate teaching associates.
- Develop class schedule in collaboration with the assistant dean for pre-licensure studies and the college secretary.
- Shared responsibility with the assistant dean for pre-licensure program to oversee the process of awarding scholarships to pre-licensure and graduate students.
- Oversee annual health compliance process of faculty.
- Represent the college on university committees focused on academic matters.
- Represent the dean as needed.
- Evaluate the performance of associate professors who are teaching intensive for annual reviews with input from the associate dean for research and transdisciplinary scholarship, the assistant dean for pre-licensure studies, and center directors.
- Shared responsibility with the center director to evaluate faculty who fall under center.
- Evaluate clinical instructors who teach graduate courses.
- Evaluate the performance of faculty and staff with direct report relationship.
- Provide leadership for the preparation and submission of extramural educational grants to support innovation, development and refinement of academic initiatives.
- Design a system for recruiting, training, evaluating and recognizing clinical preceptors. with input from the assistant dean for pre-licensure programs and the graduate specialty program directors and track heads.
- Meet regularly with all persons responsible for academic programs (to include the assistant dean for pre-licensure programs, the RN to BSN program director, and the graduate program directors and track heads) to monitor admission and progression patterns, and identify and address issues that cross specialties and programs.
- Coordinate end-of-program evaluation surveys and follow-ups for master's and RN to BSN graduates
- Complete national surveys related to academic nursing programs and faculty

## **ASSOCIATE DEAN FOR RESEARCH AND TRANSDISCIPLINARY SCHOLARSHIP**

### **PRIME FUNCTION:**

The associate dean for research and transdisciplinary scholarship is appointed by the dean and has delegated administrative responsibility for the overall oversight, encouragement, and facilitation of the college's research mission, including the procurement of extramural research funding. Reports to the vice dean. General responsibilities include but are not limited to:

### **DUTIES AND RESPONSIBILITIES:**

- Monitor and implement continuous quality improvement of the college's research infrastructure and research support activities.
- Monitor trends in nursing research, including identifying potential funding sources and priorities, and communicating the information to faculty.
- Provide direction and leadership to secure resources and facilities to support college's research infrastructure and research support activities.
- Serve as an advocate for research interests in the allocation of resources, faculty workload issues, space and other resources related to research.
- Assess the needs of faculty for research mentorship.
- Facilitate the mentorship of probationary faculty by senior faculty.
- Assess the needs of faculty for enhancing research and grant-preparation skills.
- Evaluate the performance of faculty who report to the ADR
- Shared responsibility with the center directors to evaluate faculty who fall under center.
- Plan scientific integrity training and managing conflict of interest.
- Keep faculty informed of changes in policies and procedures regarding the privacy of health information in research data.
- Coordinate support for submission of research and training grant proposals for external funding, including peer review.
- Regularly prepare reports of faculty and student research and research funding.
- Liaison between the college and the vice president for research.
- Recommend allocation of faculty travel support for research presentations.
- Recommend allocation of research space and laboratories.
- Represent the college on university committees focused on research or recommends appropriate faculty for appointment to research committees.
- Represent the dean as needed.
- Provide leadership and assistance in writing grants to further develop the research foci and infrastructure of the college.
- Serve as liaison for research-related planning and support to the Wexner Medical Center and OSU Health Science colleges; planning and implementing joint activities.
- Supervise the research support personnel assigned to the Center for Nursing Research.
- Oversee wet lab(s) in the college.
- Coordinate planning of research colloquia and visiting scholar lectures with center directors and director of Ph.D. program

## **ASSOCIATE DEAN FOR ADVANCED PRACTICE AND COMMUNITY ENGAGEMENT**

### **PRIME FUNCTION:**

The associate dean for advanced practice and community engagement will play a significant leadership role in: advancing the strategic goals and mission of clinical practice & community partnerships; developing services in the college's clinical practices to meet community needs and demands for health services; supporting the operations of the college's clinical practices; and representing the dean in a variety of settings and contexts. In matters related to advanced practice or community engagement/partnerships, the associate dean will act with the dean's authority in the dean's absence. Reports to the dean.

### **DUTIES AND RESPONSIBILITIES:**

- Work in close collaboration and consultation with the dean to assist with the provision of strategic oversight, direction, leadership, and accountability for the college's practices.
- Recruit, supervise, and evaluate professional staff whose primary responsibilities (75% effort or more) are related to the college's practice agreements including: licensed independent health care providers and faculty whose responsibilities are 75% practice.
- Actively identify, explore, and secure grant funding to support the growth and proliferation of the college's practices.
- Oversee and ensure the responsible planning expenditure of fiscal resources, as well as procurement of goods and services in a manner consistent with all university policies and applicable local, state and federal laws.
- Oversee and coordinate continuous assessment, evaluation, and quality improvement processes for nurse managed health clinics' activities, programs, and services under the direction and leadership of the dean.
- Assess health needs and interests, as well as remain abreast of current, model practices in the field of health care delivery; utilize relevant data, scholarship, and models in planning and developing activities, programs, and services designed to actively engage patients, foster student learning, and promote students' holistic success; develop and maintain viable partnerships with other academic units, and with faculty in the provision of these activities, programs and services.
- Strive to foster and maintain a workplace climate that is supportive of employees and respectful of difference, as well as to create a learning environment for students that encourages personal development, self-reflection, and academic success.
- Serve on university committees related to practice to ensure a more seamless educational experience for students.
- Serve as a role model in ethical decision-making, cultural competency, responsible management, and courageous leadership for students through all actions and communications.

## **ASSISTANT DEAN FOR PRE-LICENSURE PROGRAMS**

### **PRIME FUNCTION:**

The assistant dean for pre-licensure programs is appointed by the dean and has delegated administrative responsibility for the overall oversight and implementation of the pre-licensure components of the academic program, to include the traditional BSN option and the pre-licensure portion of the graduate entry program. Reports to the associate dean of academic affairs. General responsibilities include but are not limited to:

### **DUTIES AND RESPONSIBILITIES:**

- Monitor and promote continuous quality improvement of the pre-licensure program.
- Monitor trends in undergraduate and “second degree”/graduate entry education and provides leadership for program development and refinement.
- Ensure adherence to state and national standards for pre-licensure education.
- Works with Student Affairs to develop long- and short-term student retention strategies.
- Act as a representative for the college within and outside of the university as needed.
- Serve as the college liaison for pre-licensure agency contracts.
- Represents the dean as asked.
- Assist in preceptor training, development, evaluation and recognition for pre-licensure clinical experiences.
- Assist in writing/editing accreditation reports.
- Work with Undergraduate Studies Committee in selecting vendors for educational programs.
- Monitor student compliance.
- Assists the associate dean for academic affairs in making teaching schedules and course assignments.
- Work with the Undergraduate Studies Committee to monitor student performance on the licensure examination and develop activities to bring about continuing improvement.
- Coordinate program evaluation survey of graduating seniors and follow-up surveys of graduates; analyzes data and communicating results to UGS Committee.
- Supervise policy development for Technology Learning Complex equipment and usage.
- Assess the needs of faculty and clinical instructors for enhancing teaching effectiveness and development and promotes innovative educational strategies.
- Organize programs to enhance teaching effectiveness for continuing development of pedagogical skills.
- Share responsibility with the associate dean for academic affairs for appointing, orienting and supervising clinical instructors and graduate teaching associates.
- Evaluate the performance of clinical instructors who teach in the pre-licensure courses.
- Evaluate the performance of the director of the Technology Learning Complex.

## **ASSISTANT DEAN FOR STUDENT AFFAIRS**

### **PRIME FUNCTION:**

Under the direction of the associate dean for academic affairs, develops, implements, and evaluates a student affairs strategy that supports the strategic and academic goals of the College of Nursing. The assistant dean for student affairs is appointed by the dean. Reports to the associate dean of academic affairs. General responsibilities include but are not limited to:

### **DUTIES AND RESPONSIBILITIES:**

- Provide supervision to all staff and directs all functions of the Student Affairs Office.
- Provide leadership to ensure integration of efficient, responsive undergraduate and graduate student services for the college.
- Serve as college liaison for university committees.
- Perform the role of college secretary including submitting course changes and new course submissions to OAA and providing support in the development of new program initiatives.
- Manages college student recruitment with a focus on underrepresented students.
- Monitor, evaluate, and provide administrative support to undergraduate and graduate admissions processes.
- Responsible for handling and storage of student records including admissions, progression, student actions, and graduation records.
- Guides innovative recruitment and admissions efforts.
- Manages college academic advising processes including supporting faculty advising.
- Directs and manages a comprehensive evaluation plan of progress toward and achievement of the college's strategic plan.
- Develops and provides orientations for all new pre-nursing and nursing students.
- Provides career services to undergraduate and graduate students.
- Monitors and provides academic retention services for at-risk students.
- Directs, supports, and interprets policies and problem solving assistance for students and faculty.
- Plans, coordinates, and administers student events.

## **ASSISTANT DEAN FOR CLINICAL AFFAIRS**

### **PRIME FUNCTION:**

The assistant dean for clinical affairs will play a significant leadership role in advancing the strategic goals and mission of the college related to collaboration with the Wexner Medical Center. The assistant dean will serve as the liaison to the medical center: for a variety of student and faculty collaborations, and to advance the college's strategic initiatives in collaborative student experiences and faculty practice, and under the direction of the dean and vice dean develops strategies for strengthening academic, research, and clinical collaborations. Reports the dean of the college of nursing. General responsibilities include but are not limited to:

### **DUTIES AND RESPONSIBILITIES:**

- Develops and maintains effective relationships with key stakeholders in the college and the Wexner Medical Center.
- Actively identify, explore, and assist to maintain clinical placement opportunities in the medical center.
- Assist with facilitation of reviews for research faculty to access medical center patients.
- Serves as a liaison for research faculty with medical center units.

## **DIRECTOR, CENTER FOR TRANSDISCIPLINARY EVIDENCE-BASED PRACTICE (CTEP)**

### **PRIME FUNCTION:**

The director of the Center for Transdisciplinary Evidence –based Practice reports to the dean and has overall responsibility for delivering the strategic goals of the Center. General responsibilities include but are not limited to:

### **DUTIES AND RESPONSIBILITIES:**

- Develops and maintains effective relationships with key stakeholders in both the academic and the clinical dimensions of the OSU/Wexner MC organization.
- Creates the strategic plan for EBP and clinical innovation with specific goals and deliverables for both the academic and the clinical dimensions of the organization.
- Develops and delivers core CTEP EBP programs; clinical immersions, faculty immersions, annual conferences.
- Hires, engages, leads, coaches, develops, and retains a high-performance CTEP team.
- Leads the CTEP as a professional and efficient organization; establish effective decision-making processes that enhance growth of EBP and clinical innovation initiatives; set timelines and allocate resources needed to achieve strategic goals.
- Develops and grows revenue generating programs and activities to support EBP and clinical innovation initiatives; collaborating centers, consultations.
- Collaborates with the marketing and advancement departments to develop a comprehensive marketing, branding, and development strategies that will enhance revenue from customers, foundations, government agencies, and corporations.
- Seeks, participates in, and leads extramural grant opportunities for EBP and clinical innovation initiatives.
- Builds partnerships and establishes relationships with the stakeholders as well as political and community leaders to expand the depth and breadth of transdisciplinary EBP in the state of Ohio, regionally, nationally, and internationally.
- Participates in research and other projects to promote and communicate outcomes of EBP.
- Produces relevant, meaningful data and publications that contribute to the body of scientific knowledge related to EBP, transdisciplinary EBP, and clinical innovation.

## **DIRECTOR, CENTER FOR RESEARCH AND TRANSDISCIPLINARY SCHOLARSHIP**

### **PRIME FUNCTION:**

The director of a research-focused center is appointed by the dean and has delegated administrative responsibility for the overall oversight of center faculty and staff and implementation of the center's strategic plan and research activities. Reports to the vice dean. General responsibilities include but are not limited to:

### **DUTIES AND RESPONSIBILITIES:**

- Assess the needs of faculty for enhancing research effectiveness.
- Increase interdisciplinary research collaboration by facilitating joint appointments for College of Nursing faculty with other OSU faculty and community partners.
- Mentor faculty in the Center to successful extramural research funding, especially NIH funding.
- Evaluate the research and scholarship performance of tenured and research faculty for annual reviews
- Share responsibility with associate dean of academic affairs for evaluating teaching by tenure track faculty who fall under a center.
- Share responsibility with associate dean for research for evaluating research progress of tenure track and research faculty who fall under center.
- Collaborate with Center for Research and Scholarship for the preparation and submission of intramural and extramural research grants.
- Facilitate translation of center research findings into practice through collaboration with the Center for Transdisciplinary Evidence-Based Practice.
- Promote the visibility of the research being conducted by center faculty.
- Build a cadre of students and faculty focused on research areas that fall under center.
- Provide continuing education to the community on the research being conducted by center faculty.

**ATTACHMENT C**  
**STANDING COLLEGE COMMITTEES**

**APPOINTMENTS, PROMOTIONS, AND TENURE COMMITTEE**

### **Membership:**

Chair: Professor elected by the committee to serve a three year term.

Elected Members: (4) - Two tenured professors

- One tenured associate professor
- One associate professor or professor of clinical nursing in second or subsequent term

### **Functions:**

1. Reviews the background of applicants for tenure-track, clinical or research faculty positions for appropriate rank prior to appointment.
2. Reviews the APT document with prospective faculty during their interviews on campus in order to clarify OSU/CON criteria related to faculty rank, tenure, and promotion.
3. Plans faculty forums addressing topics related to scholarship, faculty productivity, and OSU/CON criteria for promotion, reappointment and tenure and related appropriate documentation.
4. Prepares written reports of the assessment and vote of the faculty review body for inclusion in the dossier on each candidate.
5. Periodically reviews college criteria for promotion and tenure in light of university and professional standards and makes recommendations to the faculty for change.
6. Schedules and conducts the fall meeting of all eligible faculty (tenured faculty and clinical faculty in their second term appointment) for annual reviews in accordance with university timelines for promotion and tenure reviews.
7. Develops procedures for annual reviews.
8. Ensures that appropriate documents are available for review.
9. Develops and distributes policies regarding group/meeting procedures to faculty.
10. Provides input to dean on faculty performance.
11. Provides mentorship to junior faculty relative to the promotion and tenure criteria and career progression.

## **GRADUATE STUDIES COMMITTEE**

### **Membership:**

Chair: Chair of the Graduate Studies Committee elected by the voting members of the faculty for a term of three years. A member can serve no more than two consecutive terms as chair. The Chair is in addition to the elected members.

Elected Members: (6) - Six faculty, at least one of whom is tenured and one of whom is certified as an advanced practice nurse.

Students: (4)- One graduate entry, one traditional MS, one PhD student, and one DNP student

Ex-officio: (8) - Associate dean for academic affairs, assistant deans, PhD director, DNP director, director of master's program, the graduate program manager.

### **Functions:**

1. Carries out specific functions required by the Graduate School and the dean of the College of Nursing.
2. Reviews faculty for Graduate School appointment.
3. Reviews and recommends to the faculty for approval or modification the aims, objectives, philosophy, conceptual framework, and offerings of the graduate programs.
4. Reviews and approves revisions in existing courses, changes in course content, and changes in course titles or credits, and forwards to the faculty for approval.
5. Initiates and/or reviews proposals for new courses and/or any reorganization of the curriculum, and makes recommendations to the faculty for approval.
6. Evaluates outcomes of the graduate program.
7. Recommends to the faculty criteria consistent with the Graduate School for admissions, progression, and graduation.
8. Reviews and selects candidates for admission to the graduate program.
9. Monitors progression of students in the graduate program.
10. Acts upon student petitions for exceptions to or modifications of policies or procedures for progress in (including reinstatements) and graduation for the graduate programs.
11. Selects candidates for fellowships, grants, and honors.
12. Communicates with graduate student recruiters regarding design, implementation, and outcomes of graduate student recruitment strategies.
13. Appoints one member and one alternate to serve on the Professional Misconduct Committee.

## **UNDERGRADUATE STUDIES COMMITTEE**

### **Membership:**

Chair: Chair of the Undergraduate Studies Committee elected by the voting members of the faculty for a term of three years. A member can serve no more than two consecutive terms as chair.

Elected Members: (8) - Four tenure track or clinical faculty, at least one of whom is tenured; and four salaried associated faculty who provide direct clinical supervision.

(1) - One associated faculty member from OSUMC appointed by the chief nursing executive of OSUMC.

Students: (2) - One undergraduate ombudsperson, one additional student selected by peers, and one peer-selected alternate who attends when the regular student committee member is unable.

Ex-officio: (5) - Assistant dean for pre-licensure, college secretary, director of the RN to BSN program, and an academic advisor.

### **Functions:**

1. Reviews and recommends to the faculty for approval modifications of the aims, objectives, philosophy, conceptual framework, and offerings of the undergraduate program.
2. Reviews new courses and approves revisions in existing courses, changes in course content, and changes in course titles or credits, and forwards to the faculty for approval.
3. Initiates and/or reviews proposals for new courses and/or any reorganization of the curriculum, and makes recommendations to the faculty for approval.
4. Establishes and implements a process for evaluating outcomes of the undergraduate curriculum.
5. Recommends to the faculty criteria consistent with those of the university to be utilized in selecting, progressing, and graduating students in the undergraduate program.
6. Develops policies, practices, and procedures to expedite progression through the program, subject to faculty or administrative approval.
7. Receives and acts upon student petitions for any exceptions to or modifications of prevailing policies or procedures for progress in and graduation from the undergraduate program.
8. Implements policies to guide decisions about progression, graduation, and requests for reinstatement to the undergraduate program.
9. Appoints one member to serve as voting member and liaison to the Undergraduate Admissions Committee.
10. Appoints one member and one alternate to serve on the Professional Misconduct Committee.

## **PROFESSIONAL MISCONDUCT COMMITTEE**

### **Membership:**

Chair: Appointed by the dean.

- Members: (2) - One member of the Undergraduate Studies Committee and one alternate, and one member of the Graduate Studies Committee and one alternate who are appointed by their parent committee.  
(1) - instructor of clinical practice or clinical faculty and one alternate appointed by the dean.
- Students: (4) - Appointed by the chair of the Professional Misconduct Committee.
- Ex-officio: (1) - College secretary.

**Functions:**

1. Serves as a joint standing subcommittee of Undergraduate Studies and Graduate Studies Committee.
2. Trains members on hearing procedures in accordance with the procedures outlined in the undergraduate and graduate handbooks.
3. For each case of professional misconduct, the chair of the committee appoints a hearing panel in accordance with the procedures outlined in the undergraduate or graduate handbook. Factors considered in appointment to the panel include, but are not limited to, the course or circumstances that are the basis for the allegation and the student's academic program of enrollment.
4. Conducts hearings in accordance with the procedures outlined in the Undergraduate or Graduate Handbook for suspected incidences of professional misconduct by students enrolled in the College of Nursing that are reported to the chair of the Professional Misconduct Committee.

**UNDERGRADUATE ADMISSIONS COMMITTEE**

The Undergraduate Admissions Committee is a permanent subcommittee of the Undergraduate Studies Committee (UGSC).

**Membership:**

Chair: The chair of the Undergraduate Admissions Committee will be elected by the committee and can serve up to three consecutive years.

Elected Members: (6) - Six faculty, at least one of whom is a tenure track faculty member.

(1) - Appointed member from Undergraduate Studies Committee.

Ex-officio: (3) - Assistant dean for pre-licensure programs, college secretary, academic advisor, and the Diversity Coordinator.

### **Functions:**

1. Reviews and recommends candidates for admission to the undergraduate program to the Undergraduate Studies Committee.
2. Makes recommendations for revision of admissions criteria to the Undergraduate Studies Committee.
3. Develops practices and procedures for reviewing applicants subject to faculty or administrative approval.

## **PhD PROGRAM COMMITTEE**

The PhD Program Committee is a permanent subcommittee of the Graduate Studies Committee (GSC). It reports to the Graduate Studies Committee.

### **Membership:**

Chair: The chair of the PhD program committee will be the PhD Program Director.

Elected Members: (3) - Three tenure-track faculty – at least one of whom is an assistant professor.

Ex-Officio: (1) - Graduate Studies Committee chairperson.

Students: (1) - One PhD student.

**Functions:**

1. Advises the GSC about PhD curriculum implementation. Collects and presents programmatic quality indicators, as directed by GSC.
2. Reviews and recommends PhD program applications for admission to GSC.
3. Implements the Preliminary Examination Process, as directed by GSC.

**DNP PROGRAM COMMITTEE**

The DNP Program Committee is a permanent subcommittee of the Graduate Studies Committee (GSC). It reports to the Graduate Studies Committee.

**Membership:**

Chair: The chair of the DNP program committee will be the DNP Program Director.

Category M and P faculty are elected to serve a three year staggered term and DNP student representatives are elected annually.

Elected Members: (5) - Two from the P faculty and three from the doctorally-prepared M faculty.

Students: (1) - One DNP student (volunteer).

Ex-officio: (1) - Graduate Studies Committee chairperson.

**Functions:**

1. Advises the GSC about DNP curriculum implementation including the development of new courses and proposals to alter the curriculum.
2. Monitors programmatic quality indicators and consistency of the curriculum with the DNP Essentials and NONPF standards.
3. Presents program evaluation data to the GSC annually.
4. Reviews applications, conducts interviews of applicants, and recommends DNP program applicants for admission to the GSC.
5. Implements and evaluates the Professional Doctoral Examination and the formats for the final project.
6. Monitors progression of students in the DNP program.

**DIVERSITY COMMITTEE**

**Membership:**

(1) Chair: Appointed by the Dean

(7) Elected Members: four faculty and three staff who express a desire to serve on the committee

(3) Students: One Graduate Administrative Associate in student affairs, one graduate student, one undergraduate student

(1) Ex-officio: Assistant Dean for Student Affairs

**Functions:**

1. Organize and facilitate educational programs that enrich student, faculty, and staff cultural experiences.
2. Plan and implement diversity social networking events to demonstrate CON's value of diversity.
3. Identify and host speakers and trainings on diversity for student orientations and faculty forums.
4. Conduct diversity climate assessments for faculty, staff, and students.
5. Report diversity climate assessment findings and recommended action steps to the executive leadership team, faculty, and staff.
6. Support CON diversity related student groups.
7. Create and distribute CON Diversity Newsletter to promote OSU and CON diversity events and provide tools to combat bias.

**STAFF ADVISORY COMMITTEE**

The College of Nursing Staff Advisory Committee (CONSAC) was formed in 2011 with a mission to serve as an advisory body to the dean of the College of Nursing by maintaining an active and participatory line of communication with staff; to provide a forum through which college staff can raise, discuss, and make recommendations; and to support the college's mission.

**Statement of Purpose**

- Provide input and make recommendations to administration on matters relating to College operations, budget, and staffing.
- Provide staff a means for proactive participation in college goal-setting and decision-making.

- Encourage involvement, initiative, and leadership among staff members.
- Promote the core values, mission and goals of the college.

**Membership:**

- (1) Chair: Elected
- (1) Vice Chair: Elected
- (1) Secretary: Elected
- (2) Elected Members: Additional elected staff members
- (2) Ex-officio: Chief of Staff; Vice Dean

**Constitution Dean’s Student Advisory Council of the College of Nursing**

Article 1 – Name, Purpose, and Non-Discrimination Policy

Dean’s Student Advisory Council of the College of Nursing

The purpose is to advise the Dean of the College of Nursing on matters pertaining to students such as academics, communication, activities, student life, and college relations.

This organization and its members shall not discriminate against any individual(s) for reasons of age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status.

Article 2 – Membership

Any student admitted and enrolled in the College of Nursing may be a member.

Students may join at any time of the year by notifying the Student Ombudsperson of their intention to join.

Members may attend any meeting of the organization.

Voting membership is limited to currently enrolled Ohio State College of Nursing students.

One member from the Office of Student Affairs is ex-officio

Faculty and staff are encouraged to join but as non-voting members.

#### Article 3 – Organization Leadership

The Dean of the College of Nursing or designee will lead each meeting.

The Student Ombudsperson serves as Secretary to the organization and will announce meetings, solicit agenda items, distribute the agenda, take minutes, and distribute minutes of each meeting. The term of the Student Ombudsperson is one year.

#### Article 4 – Meetings and frequency

Meetings occur 1-2 times per semester depending on needs of the organization and agenda. Meeting days and times vary in order to permit attendance by the wider membership.

Members are not required to attend meetings.

#### Article 5 – Rules

The official rules for the Dean's Student Advisory Council are *Roberts Rules of Order, Revised*. The Student Ombudsperson is responsible for administering the rules.

**ATTACHMENT D**  
**TRAVEL GUIDELINES AND PROCEDURES**

## TRAVEL GUIDELINES AND PROCEDURES

**Guidelines:** The College of Nursing provides partial or full reimbursement to faculty for reasonable and necessary expenses incurred in connection with approved travel on behalf of the College of Nursing. Compliance with travel request procedures will assure the timely processing of all requests.

**Requests:** All faculty should complete the college's travel request form and submit it to their direct report. The direct report will then give their recommendation on the request and forward the travel form to the vice dean for consideration.

**Approval:** Priority for funding will be in the following order:

- 1) Confirmed oral presentations at national conferences for the first presenter.
- 2) Confirmed poster presentations at national conferences for the first presenter.
- 3) Required national meetings for faculty who hold key leadership positions in professional organizations when the organizations do not fund attendance.
- 4) Oral and poster presentations for regional conferences for the first presenter.

Every attempt will be made to fund as much as possible of the request for national presentations by first authors, but funding will depend upon availability of college funds and competing strategic plan priorities.

With outstanding rationale, consideration also will be given to funding or partially funding conferences for faculty to maintain essential credentials for teaching and/or clinical practice. However, faculty are highly encouraged to submit abstracts to present at these conferences.

When writing grants, faculty should include travel to conferences to help offset the college's travel budget. In addition, when travel for conferences is funded, it is expected that faculty will take marketing materials for the college with them for distribution and participate in staffing a booth for the college when arranged as well as submit a paper for publication within four months following the presentation. Funding of future travel requests may be contingent on whether past presentations were converted to publication submissions as required.

It is very important that all faculty and staff review the attached university and college policies related to travel and reimbursement.

### **Pertinent University Policies: (<http://travel.osu.edu>)**

- The university will not consider requests for travel reimbursement unless a Travel Request Form was processed by the College of Nursing and assigned a travel number to that specific trip **before** the trip occurred.
- University travelers may accrue frequent flyer miles for university-related travel. In accordance with the State of Ohio Ethics Commission rulings, these accrued miles must be used for university-related business travel. If a traveler chooses to use frequent flyer miles in connection with university business, it is his/her responsibility to keep track of the accrual/usage for auditing purposes.
- Meals included in a conference must be deducted from the per diem.

### **College of Nursing Specific Guidelines:**

- All requests for reimbursement of travel related expenses must be submitted to the College of Nursing within 60 days following completion of the trip.
- Upon return from your trip please submit all original itemized receipts taped to 8 ½ x 11 white paper.
- **Clinical Site Visits/Local Travel:** Travel Request Forms are not required for reimbursement of personal vehicle mileage if this is the only expense associated with the trip. However, the Mileage Reimbursement Form should be filled out and returned to appropriate academic support staff. Reimbursements for mileage are due the last day of each semester. Failure to submit the form within 60 days after the last trip will result in non-reimbursement.

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## **DOCUMENTATION & PRE-TRAVEL PAYMENTS**

### **Required Documentation:**

- ✓ **Employee Travel** – A Travel Request Form, submitted “eLeave for University Business” and conference/meeting program are required documentation needed prior to any travel on behalf of The College of Nursing.
- ✓ **Pre-Travel Payments:** If requesting prepayments, the Travel Request Form must be submitted at least 21 days prior to departure date. Those submitted within 21 days of the departure date must pay for these expenses out-of-pocket and be reimbursed upon submission of original itemized receipts after trip completion. The following pre-travel payments can be made by the College of Nursing.
- ✓ **Airline** – OSU’s preferred travel agent will be used for all prepaid travel. Provide the desired departure and arrival times/dates on the Travel Request Form.

- ✓ **Conference/Meeting Registration:** Provide completed registration form with required documentation.

### **PRE-TRIP PROCEDURES**

**College of Nursing Travel Request Forms are located:** CON SharePoint: Procedures & Forms - Travel

**Complete the Travel Request Form:** Include name, OSU Employee ID #, Date of Birth, trip information, estimated expenses, and traveler's signature.

**Return the following to travel support staff:**

- ✓ Completed College of Nursing Travel Request Form
- ✓ Conference/meeting program

You will be notified via e-mail of the outcome of your travel request including all pertinent information related to your travel.

### **POST-TRIP PROCEDURES**

- ✓ Please submit all original itemized receipts taped on 8 ½ x 11 white paper to travel support staff within 60 days following completion of the trip.
- ✓ You will be asked to sign and date the Travel Reimbursement Request.

Any questions about The College of Nursing Travel Policy & Procedures please see Dr. Usha Menon or Linda Walsh.

Date: 9/20/06  
REVISED: 6/5/08  
REVISED: 2/9/12  
REVISED: 9/17/12

**ATTACHMENT E**

**College of Nursing Protocol for Establishing College Centers**

## **College of Nursing Protocol for Establishing College Centers**

The following protocol amplifies the OSU **Guidelines for the Establishment and Review of Academic Centers** (3335-3-36 *Centers and institutes*.

<http://oaa.osu.edu/assets/files/caa/CenterGuidelines.pdf>).

- College centers will focus on research/scholarship, instruction, service, clinical or outreach missions. A center does not have to meet all missions but may focus on one or more as appropriate to the strategic goals of the college.
- The center will be led by a center director who is appointed by the dean, and will report of the dean, vice dean or associate dean in the college.
- The college has a template for the development of center proposals and subsequent review of established centers (attached).
- Copies of college templates also will be maintained in the Office of Academic Affairs.
- Proposals will be developed with adherence to the template, and submitted to the dean(s) of the college(s).
- No review/action by the Council on Academic Affairs is required.
- The dean(s) will inform the Office of Academic Affairs of the establishment of such a center.
- The Office of Academic Affairs will inform the council, resulting in official institutional notification.
- The center director in collaboration with the dean will name an oversight committee, at least two-thirds of whose members are faculty from the academic units involved in the center. The director will consult regularly with the oversight committee.
- All centers will be monitored through annual reports to the college dean(s).
- Significant change(s) to a center or the decision to abolish a center must have the approval of the college dean.
- The college dean will send notification of that decision to the Office of Academic Affairs and through it to the Council on Academic Affairs.

## College of Nursing Center Development Proposal

### **Center Title and Center Director Name**

### **Vision**

### **Mission**

### **Core Values**

### **Center Director Role and Suitability**

Suggest a director for the proposed center with a brief paragraph about suitability for the role; include detailed role description (see POA for current center job descriptions)

### **Membership**

Who will be members; process for membership application or assignment

### **Administration**

Include a pattern of administration, and director, member and staff roles description, and oversight and evaluation processes.

### **Oversight Committee**

The center director in collaboration with the dean will name an oversight committee, at least two-thirds of whose members are faculty from the academic units (CON and external) involved in the center. The director will consult regularly with the oversight committee. External or Internal Advisory Committees may be established at the discretion of the center director.

### **Center Review**

A final annual report is due to the dean and the associate dean for research by May 30<sup>th</sup> of each year. The annual report must include progress on each metric established for the evaluation of the center. An interim Center Progress Report on metrics is due to the dean and the direct supervisor of the center director by March 25<sup>th</sup> of each year. All reports must include goals for the subsequent year.

### **Initial Budget/Funding Sources**

### **For year 1 and entire 5 years**

### **Center Goals**

### **Include 5 year goals and specific goals for Year 1.**

### **Evaluation**

Include metrics for evaluation relevant to the center. Please develop measurable and specific metrics.

***Please submit this entire proposal in electronic format to Kathy York, Executive Assistant to the Dean.***

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### **For office use only:**

**Center Name:** \_\_\_\_\_

**Center Director:** \_\_\_\_\_

**Initial submission date:** \_\_\_\_\_

**Revisions requested:** \_\_\_\_\_

**Revisions submitted:** \_\_\_\_\_

**Approval date:** \_\_\_\_\_

**Approved by: Bernadette Melnyk, Dean, College of Nursing**

**Signature:** \_\_\_\_\_