

PATTERN OF ADMINISTRATION

**The Ohio State University
College of Public Health**

Approved by College of Public Health Faculty, June 5, 2014

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Note: Throughout this document references are made to the *Rules of the University Faculty* (<http://trustees.osu.edu/rules/university-rules/>) and University Office of Academic Affairs Policies and Procedures Handbook (<http://oaa.osu.edu/policiesprocedureshandbook.html>), as found on The Ohio State University web site. These documents establish a general policy setting within which additional or more specific College guidelines are applied.

I. INTRODUCTION

The College of Public Health is a separate and independent college reporting to the Provost. This document provides a brief description of the College, as well as a description of its guidelines and procedures. It supplements the *Rules of the University Faculty* and other policies and procedures of the University to which the College and its faculty are subject. The latter (University) rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Dean. However, revisions may be made at any time subject to approval by the University Office of Academic Affairs.

The faculty and the administration of the College are bound by the principles articulated in

<http://trustees.osu.edu/rules/university-rules/>

II. COLLEGE MISSION

We protect and improve the health of the people of Ohio, the nation and the world. Through interdisciplinary research, we seek to understand the forces that affect public health and the delivery of health care services. We prepare the next generation of public health practitioners, health care managers, and scholars. Collaborating with government agencies and other partners, we develop solutions to current and emerging public health problems.

A. Vision

We aspire to be a leader in research, education, and service related to public health and the delivery of health services, with local impact and global significance.

B. Values

Equity: We believe in the fundamental fairness of a healthy world. All people should have an environment that optimizes health, access to affordable and high-quality health care, awareness of personal choices for improving health, and opportunities to help improve the health of our communities.

Ethics: We maintain high levels of academic and scientific integrity, conduct research that protects the rights and welfare of all study participants, and create an inclusive environment that supports our faculty, staff, students, and constituents.

Excellence: We pursue innovative research that is scientifically rigorous and relevant. We are committed to providing a high-quality learning experience and the tools to enable students to meet future challenges. We value dedicated service and leadership that helps individuals and communities live healthier lives.

Diversity and Inclusion: We celebrate the richness that diversity brings to our society and work to create a welcoming culture that respects all forms of diversity. We are committed to increasing the

diversity of our students, faculty and staff and to equipping all our graduates to contribute effectively to a diverse public health workforce.

III. ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website,

<http://oaa.osu.edu/rightsandresponsibilities.html>.

IV. FACULTY

Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules/rules5/ru5-19.html>), Chapter 3335-6 (<http://trustees.osu.edu/rules/university-rules/rules6/>), and Chapter 3335-7 (<http://trustees.osu.edu/rules/university-rules/rules7/>) define the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. The College makes tenure-track, non-tenure track, and emeritus faculty appointments on full or part-time basis, with or without salary.

For purposes of governance, the faculty of the College include tenure-track, non-tenure-track clinical, non-tenure-track research faculty, with compensated FTEs of at least 50% in the College, and associated faculty. The combined total of non-tenure-track faculty (clinical, research, and associated faculty) of the College who hold appointments of 50% or more, shall make up less than 50% of the total faculty.

The College makes continuing tenure-track appointments. Tenure-track faculty are Assistant Professor, Associate Professor, and Professor.

The College makes continuing clinical track appointments. Clinical faculty are Instructor of Clinical Public Health, Assistant Professor of Clinical Public Health, Associate Professor of Clinical Public Health, and Professor of Clinical Public Health. Under University rule 3335-7-03, the number of clinical-track faculty may not exceed 40% of the total continuing faculty. On June 5, 2014, the College tenure-track faculty voted to extend governance rights to continuing clinical faculty. Clinical faculty may vote in all matters of the College governance except tenure-track appointment, promotion and tenure decisions.

The College makes continuing research track appointments. Research faculty are Research Assistant Professor, Research Associate Professor, and Research Professor. Research faculty can comprise no more than 20% of the tenure-track faculty. On June 5, 2014, the College tenure-track faculty voted to extend governance rights to research faculty. Research faculty may vote in all matters of the College governance except tenure-track appointment, promotion and tenure decisions and clinical appointment and promotion decisions.

The College makes Associated faculty appointments at the level of Clinical Practice faculty, Visiting faculty, Adjunct faculty, and as Lecturer. Clinical Practice faculty are Instructor of Practice in Public Health, Assistant Professor of Practice in Public Health, Associate Professor of Practice in Public Health, and Professor of Practice in Public Health. Visiting faculty are Visiting Instructor, Visiting

Assistant Professor, Visiting Associate Professor, and Visiting Professor. Adjunct faculty are Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, and Adjunct Professor.

The College makes Emeritus faculty appointments. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters but may have such other privileges as individual academic units or the office of human resources may provide. The role of Emeritus faculty with regard to advising graduate students is specified in the Graduate School Handbook, section 15.1 (<http://www.gradsch.ohio-state.edu/15.1-eligibility.html>).

All associated and emeritus faculty, and all continuing faculty joint appointees with FTEs below 50% in the College may be invited to participate in discussions about non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter, at any level within the College.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this College is provided in the Appointments, Promotion and Tenure Document (see <http://oaa.osu.edu/governance>).

A. Distinguished Professor

Distinguished faculty members within the College of Public Health may be awarded the title of Distinguished Professor of Public Health in recognition of excellence in teaching, research, and service.

Criteria for consideration of this honorific include:

- Rank of professor
- Excellence in teaching, research, and service for a minimum of five years

The Dean will accept nominations from Division Chairs in the form of a letter describing the nominee's qualifications and will appoint an ad-hoc committee to evaluate the candidate that will make a recommendation on the nomination.

V. ORGANIZATION OF COLLEGE SERVICES AND STAFF

The daily operations of the College are overseen by the Dean's Office. These functions include

Fiscal services: Staff in this area manage College resources including accounting, oversight of expenditures, and budgeting for college accounts. This area is overseen by the Assistant Dean for Finance and Administration.

Human resources: This area manages staff recruitment, hiring and termination paperwork, leaves, payroll and related services. The area is overseen by the Assistant Dean for Finance and Administration.

Information systems: The Information Systems group offers hardware and software support to the College's faculty, staff and students, including supervision of the College's two computer laboratories, support for distance learning and other educational activities, web support, and support

for office and off-site computing equipment. The area is overseen by the Assistant Dean for Finance and Administration.

Facilities management: The College supports a facilities manager who oversees building operations including support issues related to research laboratories. The facilities manager is overseen by the Assistant Dean for Finance and Administration.

Office of Advancement: The College of Public Health advancement team develops promotional materials and social media outreach, designs strategic communications, develops website material and handles event promotion. The functions of this team include alumni relationship, communications, and fundraising. The functions of this office are overseen by a Director of Advancement who reports directly to the Dean of the College.

Division Coordinators: Each Division is supported by a Division Coordinator who schedules faculty meetings and keeps minutes of meetings, monitors Division activities and functions, helps students and visitors locate faculty and staff, maintains the Chair's calendar, assists Division members in obtaining needed services such as purchasing, travel, and supplies, and performs other duties. Division Coordinators also assist with college-wide services as needed. The Division Coordinators are jointly supervised by the Chairs and the Assistant Dean for Finance and Administration.

In addition, the following key College services are overseen by Associate Deans. They include

Office of Academic Programs and Student Services: This office is overseen by the Senior Associate Dean for Academic Affairs and is supported by a Director (staff). The office provides support services for faculty and students including course scheduling, classroom scheduling, recruitment and admissions support, coordination of practice placements and career services, graduation clearance, and undergraduate advising.

Research Administration: The office of Research Administration is overseen by the Associate Dean for Research and is supported by a Director (staff). This office assists with pre- and post-award grant activities, including identifying funding opportunities, preparing budgets, assisting with forms completion, development of subcontracts, and preparation of required progress reports.

VI. OVERVIEW OF COLLEGE ADMINISTRATION AND DECISION-MAKING

Policy and program decisions are made in a number of ways: by the College faculty as a whole, by standing or special committees of the College, or by the Dean. The nature and importance of any individual matter determines how it is addressed. College governance proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement needs to be. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance.

- A. Current administrative structure. A figure displaying the current administrative structure of the College may be found at: <http://cph.osu.edu/about/governance>. It should be noted that the structure lends itself to flexibility, allowing for the addition or change of Divisions, etc. as needed.

- B. Creation and Alteration/Dissolution of new academic units: Creation of new academic units (for instance, Divisions) within the College will follow procedures outlined in Chapter 3335-3-34 of the *Rules of the University Faculty* (<http://trustees.osu.edu/rules/university-rules/rules3/ru3-34.html>). Alteration/dissolution of College academic units will be guided by Rule 3335-3-37 in the *Rules of the University Faculty* <http://trustees.osu.edu/rules/university-rules/rules3/ru3-37.html>
- C. Creation and Alteration/Dissolution of new College centers. Creation of new centers will be pursuant to Rule 3335-3-36 of the *Rules of the University Faculty* (<http://trustees.osu.edu/rules/university-rules/rules3/ru3-36.html>) and will follow the procedures outlined in Section VII.D.

VII. COLLEGE ADMINISTRATION

A. Dean

The Dean is appointed (and reappointed) by the Board of Trustees upon nomination of the President and shall have a faculty appointment as Professor with tenure in the College. The Dean will represent the faculty of the College in dealing with the University Administration. The Dean will perform the functions as required in Rule 3335-3-29 of the *Rules of the University Faculty*:

<http://trustees.osu.edu/rules/university-rules/rules3/ru3-29-947.html>

Specifically, the Dean shall:

1. Have general administrative responsibility for the College;
2. Operate the business of the College with efficiency and dispatch;
3. Plan with the members of the faculty and Provost a progressive program and continuously evaluate the instructional and administrative processes of the College and lead in the study of methods of improving them;
4. Be responsible for the strategic planning for the College;
5. Develop, in consultation with the faculty of the College, a Pattern of Administration. This Pattern of Administration shall be made available to all current and prospective members of the faculty of the College, and a copy shall be deposited in the office of the Dean. At the beginning of each term of the Dean, the members of the College faculty and the office of the Provost shall receive either a revision or reaffirmation of the current Pattern of Administration;
6. Evaluate Associate Deans (rule 3335-3-32), Division Chairs (rule 3335-3-35 (C)) and other administrators including the Director of Faculty Development annually in accordance with criteria approved by the Board of Trustees and subject to instructions from the Provost, and also according to such supplemental criteria as established by the College; Relevant *Rules of the University Faculty* are given at:

<http://trustees.osu.edu/rules/university-rules/rules3/ru3-32.html>

<http://trustees.osu.edu/rules/university-rules/rules3/ru3-35.html>

7. Evaluate Center Directors annually in accordance with criteria approved by the Board of Trustees (rule 3335-3-36) and subject to instructions from the Provost, and also according to such supplemental criteria as established by the College; See rule 3335-3-36 of the *Rules of the University Faculty* at:

<http://trustees.osu.edu/rules/university-rules/rules3/ru3-36.html>

8. Inform faculty members when they receive their annual review of their right to review their primary personnel file and to place in that file a response to any evaluation, comment or other material contained in the file;
9. Recommend to the Provost, after consultation with the faculty in accordance with the *Rules of the University Faculty* and this Pattern of Administration, appointments, promotions, dismissals, and matters affecting the tenure of members of the College faculty;
10. Encourage excellence in research investigations and educational endeavors;
11. Ensure all faculty, regardless of their assigned location, are offered the College privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale;
12. Ensure adequate supervision, training and mentoring are given to those members of the faculty and staff who may profit from such assistance;
13. Prepare (in consultation with the Executive Committee) annual budget recommendations for the consideration by the Provost;
14. Promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty;
15. Delegate at his/her discretion appropriate responsibilities and authority to another member of the faculty of the College;
16. Ensure compliance with standards to maintain accreditation status, including the preparation of self-study reports and annual reports, coordinating site visits, evaluations and response to summary reports;
17. Consult with the faculty on all matters involving educational and academic policy and such consultation will, whenever practicable, be undertaken at meetings of the faculty as a whole. The College will follow the presumption of majority (>50% of those eligible) faculty rule. In the unlikely event that majority rule is not followed, the Dean will provide an explanation to the faculty. This explanation shall be delivered to the faculty in writing or may be delivered verbally at a faculty meeting provided that the faculty have the opportunity to comment;
18. Be a member of the College Executive Committee and a voting member of the faculty;
19. Attend meetings and be a full voting member of the Council of Deans and the Health Sciences Deans;
20. Solicit annually, from all faculty, requests and suggestions of names of faculty members to be reviewed for promotion in rank or for non-mandatory review for promotion and tenure;
21. Appoint an Associate Dean or other tenured member of the faculty as Acting Dean for the College when the Dean is away from the university for an extended period, or is unable to fulfill the responsibilities of the office; and
22. Represent the College to all external groups, both within the University and in the broader community, so as to promote the activities of the College and build linkages to external groups.

B. Other Administrators

1. Associate Deans

The Associate Deans shall be appointed by the Dean, after consultation with the Executive Committee, following the University Office of Academic Affairs policy on the appointment of Associate Deans. The Associate Deans for Academic Affairs, Research, and Outreach and Community Engagement will work together and coordinate activities to reflect the integration of teaching, research and outreach missions of the College.

1. The Associate Deans shall have a faculty appointment as Associate Professor or Professor with tenure in the College, and shall be appointed by the Dean, after consultation with the Faculty.
2. The Associate Deans will be appointed (and reappointed) for a term of four years. During the fourth year of the appointment of each Associate Dean, the Dean shall conduct a review of the activities of the Associate Dean, in accordance with established policy.
3. The Associate Deans serve as members of the Executive Committee and as voting members of the faculty. By faculty rule,, Associate Deans do not vote on Promotion and Tenure.
4. The Associate Deans participate in the development of the Strategic Plan for the College.
5. In addition to 1-4 above, the *Senior Associate Dean for Academic Affairs* shall:
 - a. Oversee the College's academic programs and curricula;
 - b. Interact and consult with Division Chairs, the Graduate Studies Committee, the Undergraduate Studies Committee and the faculty regarding academic program guidelines and procedures;
 - c. Promote the development, delivery and continuous improvement of academic programs and curricula in the College;
 - d. Attend appropriate meetings of other college Academic Deans;
 - e. Serve as liaison to the Association of Schools and Programs of Public Health (ASPPH) and the Council on Education for Public Health (CEPH) for matters concerning academic affairs and program accreditation;
 - f. Lead and manage self-study preparation for CEPH accreditation;
 - g. Oversee the Office of Academic Programs and Student Services and supervise the Director of that office;
 - h. Oversee the academic functions of the Director of Undergraduate Studies and the Directors of programs not located within specific Divisions;
 - i. Oversee the Student Advisory Committee.
6. In addition to 1-4 above, the *Associate Dean for Research* shall:
 - a. Promote and facilitate interdisciplinary research within the College;
 - b. Promote collaborative research opportunities;
 - c. Advise on private sector research opportunities;
 - d. Disseminate notices of funding opportunities;
 - e. Assist and mentor junior faculty in developing and submitting research proposals;
 - f. Attend appropriate meetings of other college Research Deans;
 - g. Supervise staff in the Office of Research; and
 - h. Serve as liaison to the Association of Schools and Programs of Public Health (ASPPH) for matters concerning research activities.
7. In addition to 1-4 above, the *Associate Dean for Outreach and Community Engagement* shall:

- a. Promote and facilitate opportunities for the College to engage in and impact communities in Ohio, across the country, and around the world.
- b. Promote and facilitate service opportunities for faculty, staff and students in ways that serve the public including direct service to individuals, service on appropriate boards and task forces, and participation in community-based training activities.
- c. Serve as liaison to University units and external constituencies such as health departments and health related organizations which are interested in partnering with the college;
- d. Serve as a standing member of the College Diversity and Inclusion Committee;
- e. Represent the Ohio State University College of Public Health in appropriate professional forums such as the ASPPH Associate Deans for Practice group.

2. Assistant Deans

Assistant Deans shall be appointed by the Dean, after consultation with the Faculty and Executive Committee, following the University Office of Academic Affairs policy on the appointment of Assistant Deans in order to best serve the needs of the College.

1. The Assistant Dean for Finance and Administration is a voting member of the Executive Committee and reports to the Dean. The Assistant Dean for Finance and Administration shall:
 - a. Assist Dean to prepare and maintain the College budget, allocate resources, and approve budgets;
 - b. Serve as senior fiscal officer with responsibility for oversight and maintenance of the established financial and operational environment to ensure adherence to established internal control structures;
 - c. Supervise supporting staff of the College as primary or secondary supervisor as assigned by the Dean; and
 - d. Participate in faculty recruitment and prepare letters of offer.

3. Division Chairs

The Division Chairs shall have a faculty appointment as Associate Professor or Professor with tenure in the College, and shall be appointed by the Dean, after consultation with the Faculty and Executive Committee. The term of appointment and reappointment for each Chair will be four (4) years, subject to satisfactory performance reviews. During the fourth year of the appointment of each Chair, the Dean shall conduct a review of the activities of the Chair, in accordance with established policy.

The Division Chair shall:

1. Lead and manage the Division.
2. Provide leadership in planning and evaluating the Division's curriculum in consultation with Division faculty, the Graduate Studies Committee, the Undergraduate Studies Committee, the Senior Associate Dean for Academic Affairs, and the Dean.
3. Assign faculty teaching responsibilities and schedules, and establish scholarly expectations and service obligations, after consultation with the faculty and in accordance with the policies on faculty duties and responsibilities and the Appointment, Promotion, and Tenure document;

4. Assist, support, and encourage the Division faculty in developing a quality research program and obtaining external funding in consultation with the Director of Faculty Development and Associate Dean for Research.
5. Circulate to all Division faculty a written report on the teaching responsibilities of every Division faculty member prior to the beginning of each academic year;
6. Communicate and explain any variations in basic faculty responsibility;
7. Ensure high instructional standards, which includes evaluation of teaching;
8. Ensure compliance with standards to maintain accreditation status, including the preparation of self-study reports and annual reports, and coordinating site visits, evaluations and responses to summary reports;
9. Act as the immediate supervisor and mentor of the faculty within a Division;
10. Recommend or assign College and University committee assignments after consultation with the involved faculty;
11. Recruit and recommend candidates for appointment to the continuing and associated faculty and staff;
12. Evaluate faculty and staff at least annually in writing, and recommend to the Dean personnel for merit salary increases, and for emeritus status, following accepted University policies, procedures and guidelines;
13. Nominate faculty as Distinguished Professors when appropriate;
14. Serve on and attend meetings of the Executive Committee; keep the Division faculty informed about the committee decisions;
15. Maintain working relationships with organizations and individuals external to the university which will strengthen the mission of the College and Divisions in coordination with the Dean.
16. Oversee and maintain control of Divisional expenditures for the operating budget and use of funds from other Divisional accounts; assess fiscal needs of the Division, which include personnel, materials, equipment, operating expenses, and physical space. These needs will be communicated to the Dean for development of the College's annual budget.
17. Arrange meetings of the entire Division faculty regularly during the academic year. The Division Chair shall provide a meeting schedule to all Division faculty before the start of each semester. Meeting minutes will be kept and distributed to the faculty.
18. Oversee all students in the Division and address their concerns about course work, teaching/research assistantship, and other academic issues.
19. Assume other activities in consultation with the Dean.
20. Have the prerogative, where appropriate, to delegate responsibilities to other Division faculty, on a mutually agreeable basis.

4. Directors of specializations not affiliated with Divisions:

The Directors of specializations not affiliated with Divisions shall:

1. Work with Senior Associate Dean for Academic Affairs and provide primary oversight for a specific degree or degree specialization.
2. Manage and assess curriculum in consultation with applicable faculty, the applicable governance committee (i.e. Undergraduate Studies Committee; Graduate Studies Committee), the Senior Associate Dean for Academic Affairs, and the Dean.
3. Work with division chairs to identify faculty to teach relevant courses needed for the specialization

4. Identify a faculty representative to the Graduate Studies committee and other committees as needed;
5. Identify faculty to participate in the evaluation of student applications for admission to the specialization and assign advisors to admitted students.

5. Center Directors

A college academic center shall be administered by a director who shall be appointed by the Dean, after consultation with the Executive Committee, and report to the Dean. Center Directors shall have a continuing faculty appointment as in the College of Public Health. The Director is eligible for reappointment after undergoing formal reappointment review conducted in the fourth year of the director's term by the members of the Center oversight committee. The recommendation of the review committee is advisory to the Dean. The appointments and reviews of the directors are guided by Rule 3335-3-36 of the *Rules of the University Faculty* (<http://trustees.osu.edu/rules/university-rules/rules3/ru3-36.html>) and Section VII.D. of the Pattern of Administration.

The Center Director shall:

1. Lead and manage the Center personnel;
2. Develop, implement and evaluate the Strategic Plan for the Center;
3. Develop and manage the Center budget for personnel and operations, including overseeing and maintaining control of expenditures, assessing fiscal needs of the Center, which include personnel, materials, equipment, operating expenses, and physical space;
4. Recruit and recommend personnel for hire;
5. Plan and conduct annual reviews of personnel;
6. Communicate and explain any variations in personnel responsibilities;
7. Foster an atmosphere of positive morale, civility, accountability and excellence among Center personnel;
8. Coordinate efforts to pursue and secure external funding applicable to the Center's Strategic Plan;
9. Serve on and attend meetings of the College Centers Committee and other appropriate committees; keep the Center personnel informed about the Committee decisions;
10. Establish and sustain working relationships with organizations and individuals external to the College and University which will strengthen the mission of the College;
11. Conduct meetings with Center personnel;
12. Assume other activities in consultation with the Dean; and
13. Delegate appropriate responsibilities and authority to Center personnel.

6. Director of Faculty Development

The Director of Faculty Development shall:

1. Meet regularly with probationary tenure-track and other beginning faculty to assess their needs for development activities relating to the advancement of their faculty careers;
2. Advise probationary tenure-track and other beginning faculty on the development of mentorship plans and identification of appropriate mentors from the University community;

3. Provide probationary tenure-track and other beginning faculty with training opportunities pertinent to their research, teaching and service activities; and
4. Assist untenured and other beginning faculty in developing and submitting research grant proposals.

7. Director of Undergraduate Studies

The Director of Undergraduate Studies shall:

1. Serve as an ex officio member of the Undergraduate Studies committee
2. Work with the Senior Associate Dean for Academic Affairs and the Director of the Office of Academic Programs and Student Services to administer guidelines for undergraduate education established by the Undergraduate Studies committee
3. Meet regularly with the Chair of the Undergraduate Studies committee and the Senior Associate Dean for Academic Affairs to coordinate activities of the undergraduate program;
4. Assure quality of undergraduate education through regular review of the curriculum and the student experience;
5. Oversee admissions to the undergraduate programs;
6. Coordinate the activities of the college with partnering university entities regarding joint undergraduate education programs.

8. Graduate Studies Committee Chair

The College Graduate Studies Committee is charged with the responsibility for conducting College graduate programs within the context of the policies and rules established by the Graduate School. Summary of the responsibilities of the College Graduate Studies Committee is given in Section VII.C.3 of this document. The Chair of the Graduate Studies Committee is selected by the Committee as per the requirements stated there and leads its mission and performs other duties in accordance with the policies and rules stated in the Graduate School Handbook (<http://www.gradsch.osu.edu/Depo/PDF/Handbook.pdf>).

9. Undergraduate Studies Committee Chair

The College Undergraduate Studies Committee Chair is charged with the responsibility for conducting College undergraduate programs within the context of the policies and rules established by the Office of Undergraduate Education. Summary of the responsibilities of the Undergraduate Studies Committee is given in Section VII.C.4 of this document. The Chair of the Undergraduate Studies Committee is selected by the Committee as per the requirements stated there and leads its mission and performs other duties in accordance with the policies and rules of the University.

C. Committees

The College committees are of three general types: Standing Committees; University-Required Committees for which membership will be appointed if need arises; and, Ad Hoc Committees. For current information about committee membership, please refer to the College website (cph.osu.edu). The Dean is an ex officio member of all College committees and may vote as a member on all

committees except the Committee of the Eligible Faculty and Appointment, Promotion and Tenure Committee.

Standing Committees of the College are:

1. The Executive Committee;
2. The Appointment, Promotion, and Tenure Committee;
3. The Graduate Studies Committee;
4. The Undergraduate Studies Committee;
5. The Public Health Honors Committee;
6. The Diversity and Inclusion Committee;
7. Awards Committees, including:
 - a. Public Health Awards Committee
 - b. Employee of the Year Selection Committee
 - c. Excellence in Teaching Award Selection Committee

Each standing committee includes a staff member from the College who is responsible for ensuring that the minutes of the committee are produced and filed.

The second type of committee is University-required Committees that must be established when the need arises. Two committees have this designation within the College:

8. The College Investigations Committee; and
9. The Salary Appeals Committee

Ad Hoc Committees are periodically formed for specific purposes with membership appointed based on the needs of the committee. Examples of Ad Hoc committees include Faculty Search Committees or Curriculum Review Committees. Administrative Committees may be formed by the Dean as needed. An example of an Administrative Committee is the CPH Space Committee.

1. Executive Committee

a. Membership

The voting members of the Executive Committee shall include:

- the Dean,
- the Associate Deans,
- the Division Chairs,
- the Assistant Dean for Finance and Administration.

At least one time per academic year, representatives from designated centers, committee chairs, leaders of student groups, and other individuals may be invited to attend the Executive Committee meeting and report on their activities.

b. Meetings

The Executive Committee shall meet at least once each month during the academic year.

c. Responsibilities

- 1) Advise the Dean on developing a budget for the College.
- 2) Advise the Dean on establishing the agenda for College faculty meetings.
- 3) Advise the Dean on any administrative matters brought before it, and assist the Dean in developing, interpreting, and implementing guidelines of the College.
- 4) Advise the Dean on committee appointments and memberships.
- 5) Advise the Dean on strategic opportunities for the College.

2. Appointment, Promotion, and Tenure Committee

a. Membership

- 1) Members of the Committee shall include one tenured faculty member from each Division with the rank of Professor (the primary appointment must be contained in that Division). In instances where a Division does not have a tenured Professor, a tenured Associate Professor may be elected. Each Division shall elect its representative to the Appointment, Promotion, and Tenure Committee from among those eligible. The term of service shall be for three years, with some of the Committee elected each year. The results of the election for the coming academic year shall be transmitted to the Dean prior to the final meeting of the College faculty during the academic year. Faculty may serve successive terms. Dean-level faculty are ineligible to serve on the Appointment, Promotion, and Tenure Committee.
- 2) The Chair of the Appointment, Promotion, and Tenure Committee shall be a tenured faculty member at the rank of Professor. The Chair for the coming year shall be elected for a two-year term by the Committee immediately following the last meeting of the College faculty and shall become Chair at the time of election. The Chair must have served at least one previous year on the Committee before being elected to this position. Election of the Chair is by simple majority (>50%) of the members of the Appointment, Promotion, and Tenure Committee.
- 3) A member of the Appointment, Promotion, and Tenure Committee shall be selected by the Committee to be the Procedures Oversight Designee.

b. Meetings

- 1) The Committee will meet as needed to conduct business, consider new appointments, and review promotion and tenure requests. A quorum of 80% of Appointment, Promotion, and Tenure Committee members is required to participate in order to conduct business.
- 2) Meetings are closed to all others except when the Committee feels the necessity to add expertise to aid in a review.
- 3) Provide the faculty with a schedule showing the dates of autumn and spring faculty review meetings at the start of the academic year.

c. Responsibilities

- 1) Operate in accordance with the Appointment, Promotion and Tenure Document approved by the College faculty and the Office of Academic Affairs.

3. Graduate Studies Committee

The Graduate Studies Committee (GSC), in collaboration with the Senior Associate Dean for Academic Affairs, concerns itself primarily with policy issues regarding the direction of graduate academic programs in the College. The Graduate Studies Committee may create subcommittees or other structures and delegate portions of its activity to them, while retaining the final responsibility.

a. Membership

- 1) One unique faculty member representing each specialization for a 3-year term. The terms are staggered so that approximately one-third end each year. The representatives of those specializations that are identical to Divisions of the College will be appointed by the Division Chair in consultation with the Division faculty. Representatives of the other specializations will be appointed by the Dean in consultation with the faculty of the specialization.
- 2) Chair, selected by the Committee from among the faculty members of the Committee who hold a tenured appointment as Associate Professor or Professor in the College.
- 3) A student member from each degree program (e.g., MPH, MHA, MPH/PEP, MS, PhD) will be selected by Student Advisory Committee for a one-year term. If any student position is not filled by the Student Advisory Committee in a timely fashion, the Graduate Studies Committee may appoint a student member for the remainder of the current term.
- 4) Senior Associate Dean for Academic Affairs, serving ex officio and nonvoting.
- 5) Director, Office of Academic Programs and Student Services, serving ex officio and nonvoting.

b. Responsibilities

General responsibilities of the Graduate Studies Committee are described in the Graduate School Handbook, Section 14.1, <http://www.gradsch.ohio-state.edu/14.1-general-responsibilities.html>. In addition, the Graduate Studies Committee of the College of Public Health has the following responsibilities:

- 1) Review and make recommendations to the faculty about major program structure and policy decisions. Examples include major changes in degree requirements or the designation of concentrations within the College for which degrees may be obtained.
- 2) Promote growth and excellence in graduate education, and visibility of the College nationally and internationally.
- 3) Select students for fellowship and scholarship opportunities.
- 4) Coordinate student recruitment efforts.

4. Undergraduate Studies Committee

The Undergraduate Studies Committee (USC), in collaboration with the Senior Associate Dean for Academic Affairs, concerns itself primarily with policy issues regarding the direction of undergraduate academic programs and courses in the College. This specifically

includes the BSPH degree with interdisciplinary specializations, the undergraduate minor, and also public health General Education (GE) courses, as well as general oversight of combined graduate/undergraduate programs (e.g., 3+2). The Undergraduate Studies Committee may create subcommittees or other structures and delegate portions of its activity to them, while retaining the final responsibility.

a. Membership

- 1) The Chair of each Division will nominate one faculty member for a 3-year term. The terms are staggered so that approximately one-third end each year.
- 2) Chair, selected by the Committee from among the faculty members of the Committee who hold tenured appointments as Associate Professor or Professor in the College.
- 3) An undergraduate student member from each BSPH specialization for two-year terms, appointed by the USC.
- 4) Senior Associate Dean for Academic Affairs and serving ex officio and nonvoting.
- 5) Director, Office of Academic Programs and Student Services, serving ex officio and nonvoting.
- 6) Director of Undergraduate Studies, serving ex officio and nonvoting, unless representing her/his Division.

b. Responsibilities

- 1) Review and make recommendations to the faculty about program structure and policy decisions. Examples include major changes in degree requirements or the designation of interdisciplinary specializations.
- 2) Establish and coordinate policy in areas having College-wide impact, including:
 - a) courses shared by more than one degree program as requirements;
 - b) approval of new undergraduate courses or substantive changes to existing courses;
 - c) development of sources of student support and establishment of guidelines for its allocation;
- 3) In coordination with the BSPH committee, monitor student progress and recommend actions to the College as necessary.
- 4) In coordination with the BSPH committee, review student petitions and act or make recommendations.
- 5) Promote growth and excellence in undergraduate graduate education, and visibility of the College internally, nationally and internationally.
- 6) Cooperate with the BSPH committee on coordination of student recruitment efforts.

5. Public Health Honors Committee

a. Membership

Voting members include 3 faculty members selected from the College of Public Health and 2 from the College of Arts and Sciences, appointed by the Senior Associate Dean after consultation with the Undergraduate Studies Committee Chair and the BSPH Program Chair. Members serve for three-year rotating terms. The Chair of the Committee is elected in the spring from among the continuing members.

Non-voting members include the Senior Associate Dean of Academic Affairs in the College of Public Health and the Director of the Office of Academic Programs and Student Services in the College of Public Health.

b. Responsibilities

- 1) To review and approve applications to the Honors programs and Honors contracts for students in the Honors program;
- 2) To establish criteria for honors courses and honors versions of existing courses and to approve courses for honors use;
- 3) To monitor student progress and oversee standards of academic attainment leading to “Honors in Public Health” and “Distinction” designations;
- 4) To award undergraduate research scholarships to Public Health students.

6. Diversity and Inclusion Committee

a. Membership

The Diversity and Inclusion Committee Chair will be appointed by the Dean and serve a three-year term. The Chair of each academic Division will nominate one faculty member to serve a three-year term. The Center for Public Health Practice and the Dean’s office will each nominate one faculty or staff member to serve a three-year term. In addition to the nominated representatives, any faculty or staff member may join the Committee, provided that the number of representatives does not exceed two persons per unit. The Committee is structured so that when a new group of members begin their three-year term, at least half of the Committee has served at least 1 year. Three student, one alumnus/a, and one community representative positions are also available. Student and Alumni representatives will serve a one-year term. Faculty, staff, students and alumni may serve consecutive terms.

b. Meetings

The Diversity and Inclusion Committee shall meet as necessary to meet the charge of the Committee.

c. Responsibilities

- 1) Promote a culture of diversity within the College.
- 2) Advise the Dean on activities that will promote a culture of acceptance within the College and support student growth relative to cultural competence, elimination of health disparities, and reduction of the impact of social determinants of health. Activities may include implementation of communication strategies, workshops, periodic surveys, presentations and educational initiatives.
- 3) Coordinate activities with the Office of Diversity and Inclusion, Diversity Officers Working Group, Wexner Medical Center Diversity Council, and Multicultural Public Health Student Association, as appropriate to meet responsibilities.
- 4) Monitor implementation of the College’s Diversity and Inclusion Plan.

7. Awards Committees

There are three Awards Committees of the College: (a) Public Health Awards Committee; (b) the Employee of the Year Selection Committee; and, (c) the Excellence in Teaching Award Selection Committee.

a. Membership

Membership in the Awards selection committees is typically comprised of past winners of the individual Award plus additional committee members appointed by the Dean.

b. Meetings

Each Award Committee shall meet as necessary to select the Award recipient(s).

c. Responsibilities

The responsibility of each Award Committee is to select Award recipient(s).

8. College Investigations Committee

Per University Faculty Rule 3335-5-04

<http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html>

A College Investigations Committee shall be convened as needed to respond to grievances within the College, with membership appointed by the Dean as appropriate to the nature of the investigation.

9. Salary Appeals Committee

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.

D. Centers

Establishment of College Centers

Creation of new and alteration/dissolution of existing College centers are guided by Rule 3335-3-36 of the *Rules of the University Faculty* (<http://trustees.osu.edu/rules/university-rules/rules3/ru3-36.html>). College centers will have some mix, with variable emphases, of research/scholarship, instruction, service, clinical, or outreach missions; and should draw upon faculty from more than one Division.

Faculty members wishing to establish a college center should first consult with the Dean. The faculty members should create a proposal to the Dean addressing the following:

- 1) Mission: Explain the mission of the center and how it is aligned with the college's strategic plan, including:
 - a. The missions of the college (research, teaching, service, or outreach) most relevant to the center.
 - b. The interdisciplinary nature of the center.
 - c. The goals of the center that cannot be met within existing academic units.
- 2) Faculty: Describe the level of faculty interest and commitment to the center, including:
 - a. The criteria for selecting the center's faculty membership.
 - b. A list of faculty expressing interest in associating with the center and accompanying documentation that their chairs/directors support such involvement.
 - c. The extent to which staff and students will be involved and supported.
- 3) Administration: Describe the administrative structure and responsibilities of the director and oversight committee, including:
 - a. The name of the director or interim director of the center.
 - b. The proposed responsibilities of the director.
 - c. The function(s) and composition of the oversight committee. Center oversight committees within the College of Public Health must have a majority faculty membership.
 - d. The main components of a pattern of administration for the center (to be formally completed and approved by the dean within a year of center establishment).
- 4) Budget/Funding: Specify budget and funding sources for the center, including:
 - a. The expected budget for the first year of operation.
 - b. Funding sources and one-time and recurring costs.
 - c. Existing or new equipment, space and facilities needed to establish the center.
 - d. The sustainability of the center, including possibilities for external funding and details of related funding proposal submissions.
- 5) Evaluative Criteria and Benchmarks: Propose and define specific criteria and benchmarks against which the center will be measured.
- 6) Supporting Materials: Solicit and include letters of support from relevant division chairs within the college, interested parties outside the college, and entities with similar emphases at other universities.

Review of College Centers

College centers will be reviewed two years after initial establishment and at four-year intervals thereafter. The College Executive Committee will conduct the review using the following information.

- 1) Mission.
 - a. Original mission statement.
 - b. Proposal establishing the center.
 - c. Annual reports.
 - d. Description or list of all center activities, events, and initiatives that have contributed to fulfilling the mission and objectives of the center. If current activities differ from those originally envisaged or articulated in the mission statement, explain this evolution.
- 2) Faculty and Student Involvement and Contribution.
 - a. List of current faculty and graduate student affiliates or associates.

- b. List of past faculty and graduate student affiliates or associates.
 - c. List of all faculty publications, lectures, grants, or other activities related to their work with the center, focusing on those that contribute most centrally to the mission of the center.
 - d. List of all student publications, lectures, grants, or other activities related to their work with the center.
- 3) Administrative Structure and Responsibilities.
- a. Description of administrative structure.
 - i. Responsibilities and activities of all administrative staff, indicating their contributions to the mission of the center and its objectives.
 - ii. Indicate the contributions made by the oversight committee to the mission of the center and its objectives.
 - b. Pattern of administration.
- 4) Budget.
- a. Current budget.
 - b. Projected budget for next four years.
 - c. Past budgets since last review.
 - d. Description of the budgetary context for the center, outlining specific information regarding those expenses charged to the university's general funds. Externally generated funds produced by the center should be itemized and inked to the functions and services articulated in the mission statement.
- 5) Evaluative Criteria and Benchmarks.
- a. List of evaluative criteria and benchmarks articulated in the original center proposal, identifying and describing the degree to which the center has met (or failed to meet) its stated evaluative criteria and benchmarks.
 - b. Identify and justify any new evaluative measures and describe the degree to which the center has met these criteria or benchmarks.
 - c. Provide any specific narrative information or data as appropriate, and attach as appendices any documentation (letters of recommendation, awards, news releases) that demonstrate how the center has met its criteria or benchmarks.

After discussing these materials with the center director and the oversight committee, the College Executive Committee will make an advisory recommendation to the Dean to continue or discontinue the center.

E. Student Participation in College Governance

Student participation in College governance is strongly encouraged, including attendance and participation at College and Division faculty meetings, on standing committees, and on search and other ad hoc committees, with the exception of the Executive Committee and the Appointment, Promotion, and Tenure Committee. Unless otherwise specified in the Pattern of Administration, student attendees are non-voting. Students may organize themselves as they deem appropriate, whether around a single student organization or around program-specific organizations. The Director, Office of Academic Programs and Student Services will serve as the chief liaison between the administration of the College and the students in the College and work to ensure student representation.

VIII. FACULTY MEETINGS

1. The Dean will provide a schedule of all regular faculty meetings to all faculty members before the start of each semester. The schedule will provide for at least one meeting per semester (<http://trustees.osu.edu/rules/university-rules/rules5/ru5-18.html> rule 3335-5-18 of the *Rules of the University Faculty*) and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting.
2. The Dean shall be responsible for maintaining and distributing the minutes for all faculty meetings and shall keep records of all actions covered by the Pattern of Administration of the College. The Dean, in consultation with the Executive Committee, sets the schedule and agenda for faculty meetings. However, any faculty member may propose items for the agenda to the Dean, the Executive Committee, or the faculty as a whole during a scheduled meeting. Minutes may be amended at the next faculty meeting by a simple majority (>50% of those eligible) vote of the faculty who were present at the meeting covered by the minutes.
3. Special guidelines pertain to voting on personnel matters, and these are set forth in the College's Appointments, Promotion and Tenure Document.
4. For purposes of discussing College business other than personnel matters, a quorum will be defined as 60% or more of the eligible voting faculty. A vote is defined as a "yes" or "no" vote—abstentions are not votes, according to Robert's Rules of Order. (Sec.2.4.2., Office of Academic Affairs Policies and Procedures Handbook Volume 1, rev. December 2013 <http://oaa.osu.edu/handbook.html>) Any proposal subject to a vote will be adopted if a simple majority (>50% of those who cast a yes or no vote) vote in the affirmative.
5. Either the Dean or one-third of all faculty eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by a majority (>50% of those who cast a yes or no vote). Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting except for personnel matters.
 - A. When a matter must be decided and a quorum of faculty eligible to vote cannot be achieved, the Dean will necessarily make the final decision.
 - B. The College accepts the fundamental importance of full and free discussion, but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally, College meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

IX. DISTRIBUTION OF FACULTY DUTIES AND RESPONSIBILITIES

General Expectations

The Ohio State University is classified as a "Research University (very high research activity)" by the Carnegie Foundation for the Advancement of Teaching

(<http://classifications.carnegiefoundation.org/>). The University has as its overarching goal to be among the world's truly great universities. Faculty members in the College are expected to devote their energies, skills, and knowledge to fulfilling the vision, mission, and objectives of the College and the University.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and Division and College level meetings and events even if they have no formal course assignment. These obligations include: course commitments and attendance at College and Division faculty meetings, assigned committee meetings, recruitment activities, the annual College retreat, and other scheduled events such as College recognition ceremonies and functions.

On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XIII) or on approved travel. Faculty should contact the College's Office of Research prior to submitting proposals for internally or externally funded grants or contracts.

Each faculty member is expected to meet individual responsibilities in the areas of teaching, scholarship, and service. Variations among individual faculty members in the balance of these three areas of activity are expected, and may be related to the type of appointment and the stage of the person's career. This variation must result from agreement between the faculty member's Division Chair and the faculty member.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the College and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the Division Chair.

For general University policy, refer to the University Office of Academic Affairs Policies and Procedures Handbook (<http://oaa.osu.edu/policiesprocedureshandbook.html>). See also rules 3335-5-07 and 3335-5-08 of the *Rules of the University Faculty*:

<http://trustees.osu.edu/rules/university-rules/rules5/>

Rule 3335-5-19 of *Rules of the University Faculty* describes the basic differences in the types of faculty appointments made in the College.

<http://trustees.osu.edu/rules/university-rules/rules5/ru5-19.html>

More specific expectations and guidance concerning the evaluation of performance are included below and in the College's Appointment, Promotion, and Tenure document.

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy (<http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>).

A. Tenure-Track

As a guiding principle, all tenure-track faculty members are expected to teach, conduct research supported by external funding, publish in high-impact, nationally-recognized journals, and provide service to the College, University, profession, and community. Tenure-track faculty members must demonstrate excellence in research and teaching, and strength in service.

Teaching Activity

The College's instructional goal is to provide students with the highest quality educational experience possible to prepare them for positions of responsibility and leadership in public and private sectors. To accomplish this, faculty are expected to possess knowledge of core material in their specialized field and the appropriate pedagogical skills for both classroom and practice teaching.

Dimensions of teaching may include, but are not limited to: a) classroom, practice setting, or on-line instruction; b) course/curriculum development and design, c) laboratory instruction and/or supervision in practice, d) creation, production, and publication of instructional materials, e) supervision of graduate student research, f) independent studies, g) field instruction, and h) student advising. Teaching responsibilities may include a combination of undergraduate, graduate, field instruction, laboratory instruction, and research supervision.

- 1) All tenured and tenure-track faculty members with primary appointments in the College are expected to engage in classroom teaching. The full-time teaching assignment for tenured and tenure-track faculty without salary recovery is primary responsibility for two courses in each on-duty term. Probationary tenure-track faculty will normally be given reduced teaching assignment. The teaching assignments of all faculty may be altered depending on their specific portfolio of funded research and administrative appointments, according to guidelines established by the College. The minimum teaching assignment is one 3 credit semester course in each academic year. Changes to the teaching guidelines are subject to a vote of the faculty.
- 2) Primary teaching responsibility means the faculty member has the responsibility for organizing the course, for making the presentations in the course, for establishing and respecting office hours, and for evaluating student performance.
- 3) The presentations in the course (i.e., classes) may be shared with others. The faculty member responsible for the course has the responsibility to select other presenters and monitor their teaching performance.
- 4) It is the policy of the University that evaluation of instruction in all courses and of all faculty members is required. The evaluation of teaching is a continuous and multifaceted process in which data are obtained from multiple sources, including from students, peers, and administration, review of syllabi and other course materials, and from the faculty member's self-evaluation. The procedures for evaluation of instruction are guided by the principles set forth in the University Office of Academic Affairs guidelines. Student Evaluation of Instruction (SEI's) reports must be included in each faculty member's annual inventory of activities.

It is recognized that the amount of effort devoted to teaching, research supported by external funding, and service are interrelated and there will be variations in teaching assignments depending upon the amount of external funding generated by a faculty member and the balance of administrative

responsibilities and/or other service commitments assumed by a faculty member. The College will establish guidelines for the relationship of teaching assignments, salary recovery, and service.

Advising Activity

- 1) Each faculty member is expected to serve as academic advisor to students identified by the Division Chair and the College Office of Academic Programs. This includes, but is not limited to, regular opportunities for office appointments at times convenient for students. It is expected that advisors will offer to meet with their advisees at least once each semester.
- 2) Each faculty member is expected to serve on Master's and PhD degree examination and dissertation committees, subject to Graduate School eligibility criteria. No release from basic teaching responsibility and expectations is provided for serving on these committees or for serving as Chair of these committees.

Faculty assignments to such committees should always be sensitive to student preferences and total faculty workload. Division Chairs should make every attempt to ensure that all qualified faculty participate in these committees with no single faculty member overburdened by this activity.

Scholarly Activity

The expectation is that every tenure-track faculty member will engage in scholarly activity. The nature of that activity and its intensity may vary, depending on the type of appointment held by the individual.

All tenure-track faculty members in the College are expected to develop a program of research that will build the scientific base for public health education and practice and advance the mission of the College. In general, the evidence of a program of research for a faculty member is the consistency and effectiveness with which the faculty member is engaged in creative activity of high quality and significance with an area of emphasis. Scholarly activities include, but are not limited to:

- 1) Designing, engaging in, and analyzing the results of scientific, clinical and professional studies;
- 2) The presentation and publication of the results of original research in high-impact peer-reviewed sources; and
- 3) Participating in national and international scientific and professional meetings.

For additional information regarding types and evaluation of scholarly activities, consult the College's Appointments, Promotion, and Tenure Criteria and Procedures document.

At a minimum, the following guidelines should be followed with respect to seeking external funding to support scholarly activity:

- 1) All tenure-track faculty will apply for external research support that includes salary recovery. Preference should be given to those agencies that promote the highest quality peer-reviewed science for the discipline (for example, NIH-funded projects); and
- 2) Graduate student (stipend and tuition) and other project support should be requested in grants whenever possible.

Regardless of funding, it is expected that faculty will publish the results of their research on a regular basis in high-impact, peer-reviewed journals. Both the quality and quantity of publications will be assessed annually, at the time of fourth year review for probationary tenure-track faculty, and at the time of review for promotion. For more detailed guidelines regarding the evaluation of the research, consult the College's Appointment, Promotion, and Tenure document.

Service Activity

- 1) All faculty members, regardless of appointment percentage, are expected to attend faculty meetings and participate actively in the governance of their Division and the College.
- 2) Appropriate service may include the following:
 - a. Activities that will enhance the vision, mission, and objectives of the Division, the College, and the University.
 - b. Activities that will advance the discipline, including academic or professional associations.
 - c. Activities in the larger community that promote the health of the public.
- 3) Faculty members who have Category P status in the Graduate Faculty are expected to serve at least once per year as Graduate Faculty Representatives on doctoral examination committees, as requested by the Graduate School.

1. Special Assignments

Special assignments (SAs) are designed to provide tenure-track faculty with a release from some regular duties for a period up to one semester to concentrate on a unique research, service, or teaching endeavor or invest in a relatively brief professional development opportunity. SA opportunities are awarded based on the quality of the faculty proposal, the potential benefit of the SA to the College, and the extent to which the requesting faculty member's responsibilities and/or assignments can be adequately covered. The College guidelines on SAs are provided at the link

<http://cph.osu.edu/sites/default/files/docs/SAGuidelines.pdf>

The College guidelines follow the guidelines set by the Office of Academic Affairs, and given at

<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>

B. Clinical Faculty

Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Because of this, continuing clinical-track faculty members must demonstrate excellence in teaching and service/professional practice. They are also expected to contribute to the scholarly mission of the College in ways appropriate to their other activities. These may include collaboration with others in research activity, publishing in the professional practice literature, making presentations at professional meetings, developing continuing education offerings, and developing educational innovations. The actual teaching and service expectations are stated in the contract for the position.

C. Research Faculty

Research faculty members are expected to contribute to the university's mission via research. Research expectations are similar to those for the tenure-track, albeit proportionally greater since 100% of effort for research faculty members is devoted to research. Research faculty members are expected to achieve excellence as researchers, demonstrated both by the quality of their work and their ability to attract external support. Evidence must also indicate that the faculty member can be expected to continue a program of high-quality scholarship supported by external funding consistent with the mission of the College.

In accord with Faculty Rule 3335-7-34, a research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the tenure-track faculty of the College. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

Persons appointed as research faculty are expected to be supported for 100% of their salary from non-general funds. The specific time frame within which this must be accomplished, and the degree to which failure to attain that support will affect either the renewal of the appointment or the individual's salary, will be stated clearly in the contract for the position.

D. Associated Faculty

Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments. Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for Clinical Practice faculty and lecturers will be based on the terms of their appointment. Per University Policy, the standard teaching assignment for full-time lecturers is four courses per semester.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

The expectations for unpaid associated faculty are established with each appointment or re-appointment, and may vary in order to meet the needs of the College.

E. Parental Modification of Duties

The College strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the College is committed to adhering to the University guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. The faculty member requesting the modification of duties for childbirth/adoption and the Division Chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university.

Options include reassigning the off-duty period, deferring teaching obligations to another semester, utilizing a 7-week teaching schedule, and team teaching. Expectations must be spelled out in an MOU that is approved by the Dean.

F. Departures from Standard Duties and Responsibilities

1. Part-time appointment

Faculty members with less than 100% appointments in the College are expected to fulfill their teaching duties and responsibilities in proportion to their appointment and as defined in this document. For example, a 50% appointment would have half the expectation of a 100% appointment.

2. Term of appointment

Full time faculty members in the College may be appointed either for nine or twelve months. The expected productivity of faculty members, including expectations for teaching, scholarship, administration, and other service activities, should reflect these differences in appointment. Twelve-month faculty will negotiate the expected level of productivity with their Division Chair. Nine-month faculty members whose otherwise off-duty term is partially or fully funded are accountable to the sponsor for the paid time in a similar manner. Additional information is contained in Rule 3335-5-07 in the *Rules of the University Faculty*:

<http://trustees.osu.edu/rules/university-rules/rules5/ru5-07.html>

3. Administrative and other assignments

Adjustments in teaching and other responsibilities may be necessary to carry out the mission of the College for persons who are assigned major administrative duties or other tasks. Any such adjustments shall be made by the Division Chair in consultation with the affected faculty of the affected Division and the Dean.

X. COURSE OFFERINGS AND TEACHING SCHEDULES

The Division Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the Division's first obligation is to offer the courses needed by students at times most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the days of the week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. In accordance with Faculty Rule 3335-8-16 (<http://trustees.osu.edu/rules/university-rules/rules8/ru8-16.html>), a scheduled course that does not attract the appropriate number of students will normally be cancelled; where possible, the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent term. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across terms of offering to assure that instructional expertise is always available for such courses.

Responsibility for scheduling the academic term, days, and times when classes are taught is shared by the Divisions and the Office of Academic Programs. Individual faculty members may not add a course to the schedule nor cancel a scheduled course without the approval of the Division Chair and the Office of Academic Programs.

For the general University policies, refer to the University Office of Academic Affairs Policies and Procedures Handbook:

<http://oaa.osu.edu/handbook.html>

XI. ALLOCATION OF COLLEGE RESOURCES

1. The Dean is responsible for the fiscal stability and academic quality of the College and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of College goals.
2. The Dean will discuss the College budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters for the College rest with the Dean.
3. Similarly, Division Chairs will discuss the Division Budget at least annually with the Division Faculty and will attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters for the Division rest with the Division Chair.
4. Research space shall be allocated on the basis of research productivity including external funding and will be reallocated periodically as these faculty-specific variables change.
5. The allocation of office space will include considerations such as achieving proximity of faculty within Divisions and grouping staff functions to maximize efficiency.
6. Faculty Salaries

Initial faculty salaries are negotiated at the time of hiring. Salaries will be established based on current salaries for similar positions at peer institutions and equity within the College.

Annual salary increases will be based on merit as described in the Appointment, Promotion, and Tenure document. Faculty will be evaluated by their Division Chair in each of the designated areas. Expectations for faculty productivity in each area will vary according to appointment type, rank, and time in rank, with higher expectations for more senior faculty. Division Chairs will review their evaluations with the Dean and other Division Chairs and they will agree on a salary for the coming year taking into account the faculty member's performance in relation to the rest of the Division and College faculty and the resources available for merit increases for the College as a whole.

7. Incentive Plan

Faculty who have their TIU in the College and for whom salary recovery from external sources accrues entirely to the College will be eligible for incentives as described in this section. Faculty who have their TIU in the College and for whom salary recovery from external sources accrues in part to the College will be eligible for these incentives on a

prorated basis according to the percentage of salary recoverable to the College. Distributions of incentives for faculty on Special Assignment, Faculty Professional Leave, and other leaves of absences will be handled on a case-by-case basis by the Division Chair in consultation with the Executive Committee. These faculty incentives should not be interpreted as representing criteria for tenure in the College.

Faculty will receive up to \$10,000 in discretionary funds, prorated based on the percentage of salary recoverable to the College and based on the average indirect cost recovery rate for the faculty member for the completed year. These funds will be retained in an account for the faculty member to use for such activities as travel to conferences, hiring students, or research related support. Full carry-over of these funds is permitted from year to year. Beyond 50% recovery for 12-month faculty and 33% salary recovery for 9-month faculty, the salary recovery will be distributed among the discretionary account, the Division, and the College. The specific distribution and indirect cost recovery weighting scheme will be determined by the Dean, with input from the Executive Committee.

Faculty members who achieve a high level of research performance may also be offered a one-time bonus, paid from general funds, in lieu of receiving those funds in their discretionary account distributions. The Executive Committee will establish metrics for bonus payments at the end of each salary year. These metrics will involve research productivity and may include:

- Being Principal Investigator (PI) on a major research grant or other substantial academic award.
- Grant awards received (grants that include salary recovery are particularly important);
- Submission of competitive grant proposals;
- Publication of research articles in high impact refereed journals.

Per University policy, bonuses may not be paid from grant or other external funds, but must be paid from general College funds.

8. Additional Guidelines

Additional guidelines unrelated to appointments, promotion, tenure, salary, grievances and investigations may be found on the College website. Examples include policies related to educational programs, healthy foods, tobacco funding, and other issues.

9. Disclaimer

The guidelines described in this document do not constitute a contractual obligation. Fluctuations in demands and resources in the College and the individual circumstances of faculty members may warrant temporary deviations from these policies.

XII. LEAVES AND ABSENCES

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook (<http://oaa.osu.edu/handbook.html>) and Office of Human Resources Policies and Procedures website,

www.hr.osu.edu/policy/policyhome.htm. The information provided below supplements these policies.

A. Discretionary Absence

Faculty are expected to complete a travel request or an Application for Leave form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Dean retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. *Rules of the University Faculty* require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (See Faculty Rule 3335-5-08) and must be requested at <https://eleave.osu.edu/>.

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27, www.hr.osu.edu/policy/index.aspx.

C. Unpaid Leaves of Absence

Faculty may request unpaid leave of absence (ULA) for personal or professional reasons. Requests for ULAs should be made in writing as far in advance as possible from the time of leave. Approval is based on the nature of the request, the positive and/or negative impact of the leave on the College, and the extent to which requesting faculty member's responsibilities and/or assignments can be adequately covered.

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45, www.hr.osu.edu/policy/index.aspx.

D. Faculty Professional Leave

Faculty professional leave (FPL) is a formal departure from regular academic duties. Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves (<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleaves.pdf>). The College guidelines provided at <http://cph.osu.edu/sites/default/files/docs/FPLGuidelines.pdf> supplement the University policies. Faculty wishing to engage in FPL should become acquainted with the above guidelines and consult with their Division Chair before applying for leave. FPLs are subject to the approval of the Dean, University Office of Academic Affairs, and Board of Trustees.

XIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

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

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

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

XIV. FINANCIAL CONFLICTS OF INTEREST

Information on faculty supplemental compensation is presented in the university's Policy on Faculty Financial Conflict of Interest (<http://orc.osu.edu/files/2013/02/Policy-on-Faculty-Financial-Conflict-of-Interest.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 with external funding or otherwise required by university policy 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.

XV. GRIEVANCE PROCEDURES

Faculty and staff with grievances should discuss them with the Division Chair or appropriate College administrators who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances.

A. Salary Grievances

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter of salary equity with the Division Chair and the College Dean. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the Dean and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>).

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 (www.hr.osu.edu/).

B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <http://trustees.osu.edu/rules/university-rules.html>.

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.html>.

D. Sexual Harassment

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

E. Student Complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Division Chair, the Chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see www.oaa.osu.edu/coam/home.html and <http://senate.osu.edu/committees/COAM/COAM.html>).

F. Code of Student Conduct

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

XVI. PROCESS FOR AMENDING THE PATTERN OF ADMINISTRATION

Occasionally, it will be necessary to amend this document in order to clarify or change existing guidelines, to remove guidelines that have been rendered irrelevant, or to comply with new rules of the University. In addition, the Pattern of Administration must be revised or reaffirmed within twelve months of the appointment of the College Dean and every four years thereafter.

Rules for Amending the Pattern of Administration:

1. An amendment to the Pattern of Administration may be proposed by one-third or more of the eligible voting faculty or by a majority of the Executive Committee, or by the Dean after discussion with the Executive Committee. The amendments by the faculty must be submitted to the Dean in writing and include documentation of support.
2. Copies of this document should be distributed to all faculty of the College. Responsibility for circulation of the document rests with Office of the Dean.
3. Proposed amendments should be discussed at the next scheduled faculty meeting, not less than two weeks following circulation of the amendment. Alternatively, a special meeting of the faculty may be called to discuss the amendment.
4. Once the amendment has been discussed, the eligible faculty will vote by secret ballot on whether or not to accept the amendment. The positive votes of two-thirds or more of the eligible faculty are required for passage. The time period over which the vote will be conducted will be decided at the faculty meeting in which the amendment is discussed. It is expected that this time period will not exceed one week in length.
5. If approved, the amendment will be incorporated into the Pattern of Administration pending final approval by the Dean.

XVII. IMPLEMENTATION OF THE PATTERN OF ADMINISTRATION

The original Pattern of Administration for the College of Public Health took effect August 1, 1998.

Amended: Faculty Vote 4/20/1999
Revised: 4/00
Revised: Faculty Vote 5/15/2001
Revised: Faculty Vote 6/08/2004
Revised: Faculty Vote 2/24/2006
Revised: Faculty Vote 1/11/2007
Revised: Faculty Vote 10/10/2008
Amended: Faculty Vote 1/16/2009
Revised: Faculty Vote 6/1/2012
Revised: Faculty Vote 6/5/2014