



**THE OHIO STATE UNIVERSITY**

COLLEGE OF SOCIAL WORK

# **Pattern of Administration for The Ohio State University College of Social Work**

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## **I. INTRODUCTION**

This document provides a brief description of the College of Social Work and a description of its policies and procedures. It supplements the [Rules of the University Faculty](#) and other policies and procedures of the University to which the college and its faculty are subject. The latter rules, policies, and procedures, and changes in them, take precedence over statements in this document.

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

The principles governing the College of Social Work adhere fully to the concept of academic freedom and the statement on academic freedom and responsibility contained in the university's Board of Trustees Rule [3335-5-01](#). The guiding philosophy for the governance of the College of Social Work is that the administration of the college should reflect the value orientations of the social work profession and the professional community, and should be a cooperative enterprise among administrators, faculty, staff, and students whose central objectives are teaching and learning, research, and community engagement. Faculty, staff, and students share responsibility for the ongoing administration of the college through active participation in the shared governance and contributions to specific standing committees. Administrators serve as facilitators, for the primary functions of learning, teaching, scholarship, and community services.

The College of Social Work was a charter member of the first professional body to accredit schools of social work and seeks to continue its accreditation status with the current accrediting body, the Council on Social Work Education. The college, therefore, strives to adhere to each of the standards of accreditation as established by the Council.

Students, faculty, and staff have interests, responsibilities, and roles to fulfill in maximizing the quality of professional social work education in the most productive educational atmosphere feasible within the confines of existing school and university structures, resources, and opportunities at any given point in time.

## **II. COLLEGE OF SOCIAL WORK MISSION**

The College of Social Work, through excellence in teaching, research, and service, prepares leaders and practitioners who enhance individual and community well-being, celebrate difference, and promote social and economic justice for vulnerable populations. The College of Social Work fosters social change through collaboration with individuals, families, communities, and other change agents to build strengths and resolve complex individual and social problems. As an internationally recognized college, we build and apply knowledge that positively impacts Ohio, the nation, and the world.

## **III. ACADEMIC RIGHTS AND RESPONSIBILITIES**

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

## **IV. THE FACULTY**

### **A. Faculty Appointments**

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. The college faculty comprises tenure-track, clinical, and emeritus faculty (supervised by the Dean) and associated faculty (supervised by the Associate Dean of Academic Affairs):

#### **1. Tenure-Track Faculty**

Tenure-track faculty with titles of instructor, assistant professor, associate professor, or professor.

#### **2. Clinical Faculty**

Clinical faculty with titles of assistant clinical professor; associate clinical professor; and clinical professor.

The number of clinical faculty in the College of Social Work will be limited to no more than 20% of the total faculty.

#### **3. Associated Faculty**

Associated faculty to include:

- a. Lecturer/Sr. Lecturer titles and visiting titles; and
- b. Those on less than a 50% appointment to the university.

#### **4. Emeritus Faculty**

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure-track, clinical, or associated faculty may request emeritus status upon retirement or resignation at the age of 60 or older with 10 or more years of service or at any age with 25 or more years of service. See the college [Appointments, Promotion, and Tenure Document](#) (APT) for additional detail. Emeritus faculty are invited to participate in discussions on non-personnel matters but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Faculty roles and responsibilities are defined by the College of Social Work in accordance with university rules. Depending on their appointment type, members of the faculty are expected to contribute to the instructional, funded research, scholarship, outreach, and administrative missions and roles of the college. It is neither expected nor considered desirable for all faculty members to make equivalent contributions to each of these missions. Faculty assignments are described in the initial letter of offer and updated during the annual review process based on the college's needs as well as faculty productivity and career development.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this college is provided in the college's [APT document](#).

### **B. Voting Rights**

Faculty members with a 50% or more compensated appointment, whose TIU is in the College of Social Work, and who hold an appointment as tenure-track faculty or clinical faculty shall have a full vote at college faculty meetings and in faculty elections.

The faculty body (tenure-track and clinical faculty) may vote in all matters of College of Social Work governance. Only the committees of eligible faculty (as defined in the college's [APT document](#)) may participate in discussions or votes on personnel issues.

Associated faculty may not participate in discussion or votes of College of Social Work governance or personnel matters. Emeritus faculty are invited to participate in discussions on non-personnel matters but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

As defined by Faculty Rule [3335-7-11](#), tenure-track and clinical faculty may be nominated and may serve if elected on the University Senate as a representative of the college.

## **V. ORGANIZATION OF THE COLLEGE**

To carry out the mission of the College of Social Work, the college is organized and governed by principles consistent with the mission. One guiding principle is that the administration of the college should reflect the value orientations of the profession. A second principle is that governance should be a cooperative enterprise among administrators, faculty, staff, and students whose central educational goals are couched in the context of teaching and learning, respectively. Faculty and staff share responsibility for the ongoing administration of the college through active participation in the decision-making processes of committees.

The activities of the college are also governed by the rules of governance, articulated in this document, which set forth the duties and responsibilities of administrators, faculty, and staff, and the purpose, composition and duties of all college committees. It defines lines of authority and establishes policies for the participation of the entire faculty in the ongoing operation of the college, as well as in curriculum planning, policy-making, and evaluation.

An updated organizational chart that reflects the present structure of administrative units within the college is kept on the [CSW Shared Drive](#).

## **VI. OVERVIEW OF COLLEGE DECISION-MAKING**

Policy and program decisions are made in many ways: by the college faculty as a whole, by standing or special committees of the college, or by the Dean, Associate and Assistant Deans, and Program Directors. 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 inclusive participation in decision-making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

## VII. COLLEGE ADMINISTRATION

### A. Dean

The Dean shall be the chief executive and administrative head of the college and chairperson of the faculty, charged with broad responsibility for representing its interest in the academic, research, and administrative management of the University. The Dean is also responsible for promoting a positive climate and culture among faculty and staff, and encouraging the spirit of learning among students, staff, and faculty.

The primary responsibilities of the Dean are set forth in Faculty Rule [3335-3-29](#). This rule requires the Dean to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the Dean to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

Other responsibilities of the Dean, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- To preside at meetings of the college faculty and to appoint all college committees unless their membership has been designated by faculty rule or by the college faculty.
- To approve courses of study for students in their college, to warn students who are delinquent in their studies and to recommend appropriate student disciplinary action to the appropriate university disciplinary body or official.
- To present candidates for degrees to the president on behalf of the college faculty and to serve as a member of the Council of Deans (see Rule [3335-3-22](#) of the Administrative Code).
- To make recommendations to the Executive Vice President and Provost concerning the college budget, the appointments to and promotions within the membership of the college faculty.
- To assign workload according to the workload policy and faculty appointment type (and rank).
- To review salary appeals and other faculty issues in a professional and timely manner.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the Office of Academic Affairs.

Day-to-day responsibility for specific matters may be delegated to others, but the Dean retains final responsibility and authority for all matters covered by this POA, subject when relevant to the approval of the Office of Academic Affairs and Board of Trustees.

In keeping with the pattern of college administration as recommended by the Faculty Council of the University following Faculty Rule [3335-3-35](#), the college adopts the following modified statement.

1. Consultation with the Dean on all matters concerning college policy is desirable and in congruence with the purposes of this governance document.
2. Consultation in this connection means conference, discussion, and exchange of opinion with relevant programs, committees, and faculty of the college.
3. For purposes of consultation the following matters may be generally considered policy matters: curriculum and instruction; personnel; dismissals and new appointments; promotions in rank; salary increases; workload and scheduling decisions; changes in organizational/administrative structure including number, purpose, and scope of teaching



- units and curriculum areas; program coordinators; and cooperation with other university units.
4. Consultation, regardless of the issue or person consulted, should acquaint the Dean with opinion other than their own. This opinion should be carefully weighed and the weight of majority opinion should inform the Dean's decision in all but exceptional cases.
  5. In the event the Dean feels it necessary to depart from the majority opinion, they should so inform the faculty when present together in a meeting. They should give reasons and invite comments.
  6. Information on all matters of general college interest should be communicated simultaneously to all members of the faculty. This avoids misunderstanding, dispels irritation, and encourages cooperation, loyalty, and improved morale.

In the event that the Dean is temporarily unavailable to fulfill the responsibilities of the office, the Dean designates one of the Associate Deans to act on behalf of the Dean. If the Dean is unable to do so, the Executive Vice President and Provost will make the designation.

## **B. Other Administrators**

### **1. Associate Deans**

The Associate Deans shall be appointed by the Dean, after consultation with applicable faculty and/or administrative staff, following the Office of Academic Affairs [Policies and Procedures Handbook](#) on the appointment of these positions.

- Associate Deans must be appointed from among the tenured faculty, or as the result of an external tenure-track faculty search. Appointment to this position is by the Dean and renewable in four-year terms subject to annual review. The appointment is at the discretion of the Dean and may be removed before the end of an appointment period.
- Associate Deans are voting members of the faculty, but by Faculty Rule [3335-6-04 \(B\)](#) they may not participate as eligible faculty members in reviews for appointment, reappointment, promotion, promotion and tenure, or contract renewal. Only those eligible to vote and the Dean (as an observer) participate in any meeting of the Committee of Eligible Faculty in review of appointment, reappointment, promotion, promotion and tenure, or contract renewal. If the Dean is unable to attend as an observer, they may send a designate.

### **2. Assistant Deans**

If from staff ranks, Assistant Deans shall be hired by the Dean, after consultation with applicable faculty and/or administrative staff.

If from faculty ranks, Assistant Deans shall be appointed by the Dean, after consultation with applicable faculty and/or administrative staff, following the Office of Academic Affairs [Policies and Procedures Handbook](#) on the appointment of these positions.

- If from the faculty ranks, Assistant Deans must be appointed from among the tenured faculty, clinical faculty, or as the result of an external faculty search. Appointment to this position is by the Dean and renewable in four-year terms subject to annual review. The appointment is at the discretion of the Dean and may be removed before the end of an appointment period.
- If from the faculty ranks, Assistant Deans are voting members of the faculty, but by Faculty Rule [3335-6-04 \(B\)](#) they may not participate as eligible faculty members in reviews for appointment, reappointment, promotion, promotion and tenure, or contract renewal. Only those eligible to vote and the Dean (as an observer) participate in any

meeting of the Committee of Eligible Faculty in review of appointment, reappointment, promotion, promotion and tenure, or contract renewal. If the Dean is unable to attend as an observer, they may send a designate.

### **3. Academic Program Directors**

Academic Program Directors (BSSW, MSW, PhD) shall provide primary oversight for specific degrees. The Program Directors shall be hired (staff) or appointed (faculty) by the Dean in collaboration with the Associate Dean of Academic Affairs and in consultation with the College Advisory Council (CAC).

- All Academic Program Directors report to the Associate or Assistant Dean of Academic Affairs.
- The BSSW and MSW Program Directors may be appointed from among the faculty or staff, or as the result of an external search.
- The PhD Program Director must be appointed from among the tenured faculty, or as the result of an external tenure-track faculty search. Appointment to this position is by the Dean and renewable in four-year terms subject to annual review. The appointment is at the discretion of the Dean and may be removed before the end of an appointment period.

### **4. Chief Administrative Officer**

The Chief Administrative Officer, a staff position, shall be hired by the Dean as the result of an external search.

### **5. Other Administrative Officers**

Creation or dissolution of appointments, such as changes in administrative offices, shall be made by the Dean after consultation with the faculty. Incumbents shall serve at the discretion of the Dean and carry the authority of the Office of the Dean for the administration of the college. The appointments are separate and distinct from faculty appointments, although the occupants of the positions may hold concurrent faculty appointments in the college.

## **C. Committee Processes**

The major organizational work of the college shall be conducted through the committee process except as otherwise indicated in these rules. Committees will be constituted of faculty, staff, students, and representatives, where appropriate, from various constituencies who have special interests in the college's operation and its teaching and learning, research and scholarship, and outreach and engagement programs. The Dean is an ex officio member of all college committees and may vote as a member on all committees except the Promotion & Tenure Committee.

### **1. Committee Process and the Role of Faculty**

All committees are ultimately responsible to the faculty unless otherwise specified in their charges. Each standing committee will assume the overall functions that have been designated and will receive and act upon matters within its purview that are referred to it by other organizational bodies, the faculty, and administrators. It will be assumed that committees will study responsibly any in-depth matters that they generate or are referred to them, and that they will make recommendations to the faculty, unless otherwise directed, for action as a culmination of this process. The role of the faculty in receiving and acting upon committee study and recommendations is seen as one of constructively discussing, accepting, rejecting, or referring it back to the committee for further work, with specific guidelines for that work. All committees

will report to faculty periodically as outlined in this document (section [VII.C.6. Operational Processes for Standing Committees](#)).

## 2. Responsibility for Service on Committees (Faculty and Constituencies)

All faculty members are expected to support the operations of the college and University through membership and contribution to standing and ad hoc committees. Expectations for committee workload may be negotiated with the Dean annually. While service obligations extend to every member of the faculty, individual expectations should reflect the developmental trajectory and current teaching and research obligations of the faculty member. As a general, but not mandatory principle, a faculty member's leadership and contributions on both standing and ad hoc committees should increase with their length of time on the faculty and their status as tenured or reappointed members of the faculty.

Quality of committee participation will be considered in the faculty member's annual evaluations and will be reflected in organizational reward considerations. Quality will be assessed by each member's self-report of their participation and contribution. Selection for and election to committees should reflect the special interests, capacities, and developmental needs of individual faculty members. Faculty committee membership and chairperson responsibilities shall be considered by the Dean in assigning the overall workload of each faculty member for each academic year.

Associated faculty may also serve on standing or ad hoc committees. Associated faculty, staff, students, and other persons from constituent groups named to committees will be expected to serve in an active and responsible manner. They will be accountable to the college as well as to their respective officially recognized organizations or groups for their participation on college committees.

## 3. Ad Hoc or Special Committees and Task Forces

When it is deemed necessary to form an ad hoc committee, special committee, or task force, the Dean shall seek sanction of the CAC for the formation of such groups. Composition of ad hoc, special committees, or task forces shall be considered by the Dean in consultation with the CAC, taking into account the various committee memberships and chairperson responsibilities, as well as overall workloads of prospective appointees prior to the making of appointments. Ad hoc committees with academic programming charges are appointed by the Associate Dean of Academic Affairs in consultation with the Dean.

## 4. Constitution of Standing Committees

In all but unusual circumstances, committees shall be constituted on an annual basis. Faculty members shall be elected or appointed by the Dean to committees in the spring semester of each academic year. **Unless otherwise specified, committee members will serve two-year staggered terms, except students who will serve single year terms, renewable for one term, to ensure ongoing consistency across academic years.** The Program and Field Education offices will seek student members for their respective committees by open invitation to be selected no later than October 1 of each academic year.

In the spring semester, the Dean's office will submit to the CAC the names of committee members whose terms will end and their eligibility for re-election or appointment as specified in this document. Term of service and eligibility rules for re-election or appointment to the same committee are specified in this document. A principle of rotation of committee members and chairpersons is encouraged to bring new viewpoints into committee functioning and to promote

faculty development in relation to conducting the affairs of the college. To provide an element of continuity from one year to the next, each committee shall retain at least one-third (1/3) of its current faculty membership. The CAC or each committee at its initial meeting will determine that terms of its members are appropriately staggered to ensure continuity of its membership. If the terms of its members are not appropriately staggered, then the committee members will consult with the CAC to decide on a process to correct this, consistent with the term limits for that committee. After such changes are made, the chair of the committee will report them to the Dean's office.

The CAC shall conduct an election for faculty representatives to standing committees following the procedures outlined in this document and the college's [APT document](#). Faculty elections shall be completed no later than the eighth week of spring semester. The Dean shall make appointments to committees prior to the initiation of the faculty election process.

During spring semester, a roster of committee members, and a schedule of the regular meeting times and places for all committees will be issued by the Dean's office via email. Once received, committee chairs shall verify committee membership and note any relevant imbalance in committee membership (for example, if there are no experienced faculty members on a major policy-making committee or all faculty ranks are not represented as required). Some committees require representation from each faculty rank. If alignment with this requirement is deemed to place undue burden on faculty at a specific rank, or for other perceived imbalances on the committee, the committee chair may petition the Dean to appoint an alternate faculty member to the committee. The appointed member shall serve for the duration of the following academic year, until the next committee election.

Committee chairs shall forward a final roster of member names to the Dean by May 1. It shall be the responsibility of the chairperson to find suitable times and meeting places for any additional or changed meeting times and to send notice of any such changes to all members. Notice of changes should be given within an ample timeframe to maximize attendance and to minimize inconvenience to committee members.

## **5. Replacement of Committee Members**

Attendance and active participation are expected of all committee members. Since committee activity is part of overall faculty workload and as one of the variables upon which faculty performance is evaluated, attendance and contributions to committees is expected.

Resignation of committee membership by faculty may occur only after consultation with the committee chair and the Dean. The faculty member will inform the chair and together they will consider possible alternative arrangements. Replacement of faculty members because of illness or other circumstances that precludes committee participation and over which the faculty member may have little control shall be considered based on the particular situational factors. Replacement of faculty members on standing committees shall be made by election or appointment by the Dean, and shall be consistent with the method utilized to seat the member originally.

## **6. Operational Processes for Standing Committees**

Following the election and appointment of new members to committees in the spring semester, all standing committees, including old and new members, shall hold an organizational meeting prior to the end of the semester. At that meeting, the old and new members shall review the committee activity of that year, make tentative projections for future activity, and the newly constituted

committee shall elect a chairperson as needed for the upcoming academic year and notify the Dean's office of the new chair.

All initial committee meetings take place at the start of the autumn semester except for the P&T Committee which rotates membership in mid-March. At the initial committee meetings in the autumn semester, each committee shall establish overall activity goals for the academic year and convey these in meeting minutes. Each committee shall report to the faculty regarding its work at least once each semester. A recorder shall be appointed by the chairperson to record the minutes of each meeting, including the attendance of members. A copy of the minutes shall be sent to committee members after each meeting. Committee meeting minutes are subject to the [OSU Archive's retention schedule](#) and must be forwarded to the Dean's office at least once per semester for proper archival. A copy of academic committee minutes will also be sent to the Associate Dean of Academic Affairs.

The CAC establishes time on the faculty meeting agenda for presentations or action by the faculty on committee items. The committee chairperson shall be responsible for the timely preparation of reports and materials to be presented to the CAC. Academic committee related reports shall be first reviewed by the Associate Dean of Academic Affairs who will then forward to the CAC to present to faculty for vote.

Committees shall organize themselves in ways that utilize individual and group energies and activities in the most productive and efficient manner to perform their functions. Process and procedures established by a committee as an orderly means of carrying out its functions, and which are outside the guidelines set forth in this document, shall be set down in written form as a means for assuring clarity for all members and the faculty, and to provide a basis for future continuity of committee operation.

## **7. Standing Committee Chairpersons**

Unless noted below, college committees shall elect their own chairs by a majority of the voting members of each newly formed committee at its organizational meeting held in the spring semester or at the time of the committee's establishment. Chairperson terms shall be for one year, renewable for one additional term.

The chairperson shall preside at all committee meetings and prepare an agenda to be circulated to all members prior to the meeting. In their absence, they will designate a member of the committee to preside. The chairperson shall be responsible for overseeing the preparation of written materials and reports to be circulated to the faculty for their information and action, for making requests to the CAC for time on the faculty meeting agenda, and for forwarding other information to the Dean and the CAC as specified in other sections of this document.

## **8. Voting**

All elected or appointed committee members shall have equal voting rights on any matters coming before the committee, unless otherwise excluded by University Rule. A simple majority vote of all members present and eligible to vote will constitute the prevailing will of the committee unless otherwise established by the committee. Students will be excluded from committee sessions that require student confidentiality.

A quorum for conducting the business of each standing committee shall consist of no less than one-half of the voting members, unless otherwise specified by the operating procedures unique to

a particular committee (e.g., P&T Committee—see college’s [APT document](#) for specific quorum details). Members who are absent on approved leave are not counted against the quorum.

As a matter of preference, decision-making within committees should be by consensus and committee chairs should work to achieve this result. Voting in committees should be taken only when it is not possible to achieve a required decision by consensus.

## 9. Ex Officio Status on Committees

Program Directors and faculty having membership on standing and ad hoc committees of the college by virtue of their office (i.e., ex officio) shall enjoy full voting rights and may serve as committee chairs, unless expressly forbidden by governance provisions. Such members include, but may not be limited to, persons in roles of college administration.

## D. Committees

Existing standing committees may be changed or new committees with designated functions and responsibilities may be established by a two-thirds (2/3) vote of the faculty.

The standing committees of the college include:

1. College Advisory Council (CAC)
2. Promotion and Tenure Committee (P&T)
3. Diversity Work Group (DWG)
4. Research Advisory Committee (RAC)
5. College Staff Committee
6. College Investigations Committee
7. Academic Committees
  - PhD Committee (also serves as part of Graduate Studies Committee)
  - MSW Committee (also serves as part of Graduate Studies Committee)
  - BSSW Committee
  - Admissions Committee
  - Field Advisory Committee
  - Graduate Studies Committee
  - Scholarship Committee
  - Teaching and Learning Committee

Other non-standing committees include:

8. Faculty Search Committees
9. Faculty Salary Appeals Committee

### 1. College Advisory Council (CAC)

The CAC works together with the Dean to manage the affairs of the college. The CAC concerns itself with matters of governance, personnel, budget, the procurement of resources both academic and administrative, faculty and staff recruitment and development, planning, alumni and community relations, development, university relations, and continuing education. The chair meets with the Dean on a regular basis to set the agenda for the year and for each CAC meeting.

#### Duties

- The CAC, along with the Dean shall be responsible for establishing the agenda for each faculty meeting (described in detail in section [VIII. Faculty Meetings](#)).

- The CAC shall ratify both the charge and the composition of a faculty search committee appointed by the Dean, in accordance with established university rules for such bodies, when addressing search and screen functions for faculty and senior administrative personnel.

### **Membership**

The CAC chair is a tenured faculty member nominated and elected from within the CAC by the committee membership. The CAC is comprised of eight members:

- Three tenure-track faculty elected by the CSW faculty representing each rank (assistant professor, associate professor, professor).
- One at-large tenure-track faculty representative of any rank elected by the faculty.
- Two clinical faculty elected by the faculty.
- The staff committee chair (1-year term).
- The Director of Field Education.

The Dean shall serve as a permanent member. At the invitation of the Dean or CAC members, college leaders may be invited and serve as ex officio, non-voting members. The executive assistant to the dean will attend CAC meetings to take minutes and assist with administrative tasks.

## **2. Promotion and Tenure (P&T) Committee**

The college has a P&T committee that reviews the promotion, tenure, and reappointment or renewal of college faculty and provides an evaluative written assessment to the Dean. The quorum required for the college to discuss and vote on all personnel decisions is two-thirds (67% or more) of the eligible faculty.

### **Duties**

The College of Social Work has an appointed P&T committee that assists the Committee of Eligible Faculty in managing appointment, promotion, and tenure issues. The purpose of the P&T committee is: to ensure that high standards of excellence are maintained in the college promotion and tenure process; to serve as an advisory body to the Dean on matters concerning faculty promotion and/or tenure; to determine whether the college has conducted a rigorous promotion and/or tenure review and reached a recommendation consistent with college's policies, procedures, practices, and standards; and to determine and advise the Dean where the weight of the evidence lies in promotion and/or tenure cases in which there is not a clear or consistent recommendation from the review conducted in the college. Details of the duties of the P&T committee and Dean during reappointment, promotion and tenure, and promotion reviews are provided in section the college's [APT document](#) (section VI.D.1. Procedures for Tenure-Track and Clinical Faculty).

The P&T committee manages the workflow of promotion and tenure processes by identifying potential external reviewers and forwarding them to the Dean's office; advising candidates in the preparation of materials for reappointment, promotion and tenure, and promotion review processes; and engaging in periodic review of the college standards, policies, and procedures for the promotion and tenure review process and submitting recommendations for their revision to the Dean, CAC, and faculty as a whole.

Templates are available through the P&T committee chair for different tasks (e.g., generating a list of potential external reviewers), sample documents (e.g., candidate personal statements, liaison summary letters), and other resources for committee members and candidates to facilitate and guide the promotion process.

### **Membership**

The P&T committee is comprised of six tenured faculty members with a requirement that at least two members are a professor. This membership includes the P&T committee chair (elected by faculty to serve two years, one year as chair-elect and the following year as chair), the P&T committee chair-elect, and four tenured faculty members appointed by the Dean. The Dean-appointed members of the P&T committee serve two-year staggered terms. Appointment as a committee member is based on an alphabetical (last name) rotation. Individuals whose term is missed due to leave or other reasons will be placed in the rotation as soon as they become available. The Dean may negotiate in confidence a deferral of duty with an eligible individual where unusual, unanticipated factors may significantly affect their ability to perform the duties as required.

The entire P&T committee will be established before the end of February each year and service on this committee begins mid-March. Once all mandatory and non-mandatory cases are determined for the year (especially promotion to professor or cases involving clinical faculty), the Dean may appoint additional members from among the eligible faculty to fulfill all committee roles. In particular, if the P&T committee includes only two faculty members at the rank of professor and a candidate is going up for promotion to professor, the Dean will appoint an additional professor to ensure that the Chair, POD, and liaison roles are covered. If more than one associate professor is going up for promotion to professor, the Dean may appoint additional professors to avoid one liaison having to serve two or more candidates. Associate professors will recuse themselves from the consideration of cases of appointment or promotion to the rank of professor.

When considering cases involving clinical faculty, the P&T committee may be augmented by two non-probationary clinical faculty members. Clinical faculty do not participate in reappointment, promotion, and tenure processes for tenure-track faculty.

### ***P&T Committee Chair and Chair-Elect.***

The chair-elect is elected by the entire body of tenure-track and clinical faculty members for a single two-year term. The first year of the chair-elect is to learn the duties and responsibilities of the chair. It is strongly recommended, though not required, that the P&T committee chair-elect serve as POD. The chair-elect is strongly encouraged to attend the P&T workshop in the spring sponsored by the Office of Academic Affairs. The chair-elect automatically becomes chair in their second year. Future re-election to chair-elect is permissible, but not in consecutive terms.

To be eligible for election, the P&T committee chair-elect must:

- a. Be an eligible voting member of the tenure-track faculty (i.e., hold a tenured position at the rank of associate professor or professor).
- b. Have served on the College of Social Work P&T committee within the past six years.

The chair-elect nomination and election process is directed by the CAC in collaboration with the Dean's office and should be concluded by the end of the first week of February during an election year. Should the chair be unable to complete their second (chair) term, the chair-elect will assume leadership and an election promptly held for a new chair-elect. Should the chair-elect become unable to complete their chair-elect term, the CAC will promptly conduct an election to select a new chair-elect. A chair's replacement does not disqualify the individual from being elected to a subsequent full two-year term, however the individual does not automatically return to the position (i.e., they must be re-elected to a subsequent term).



At the conclusion of the two-year term, the chair will facilitate the transition to the new chair and provide advice to the incoming chair/committee on an as-needed basis.

The P&T committee chair's responsibilities include running committee meetings and following the timeline of tasks for reappointment, promotion and tenure, and promotion reviews. The chair works with committee members to support and monitor the fulfillment of their prescribed tasks. The chair maintains communications with the Dean's office according to timeline of tasks. The chair is responsible for writing the final components of the summary letter of a candidate's case, which includes a factual summary of the discussion of the eligible faculty and a report of the vote. The summary of the discussion is written by the chair using notes taken by two other committee members and with input from P&T committee members.

#### ***Procedures Oversight Designee (POD).***

The POD's responsibilities are described in the Office of Academic Affairs [Guidelines on POD Duties](#). The P&T committee will elect from within its membership one or more individuals to serve in the role of POD. It is strongly recommended, though not required, that the P&T committee chair-elect serve as POD. The chair may not serve as the POD. The elected individual is strongly encouraged to attend the P&T workshop in the spring sponsored by the Office of Academic Affairs.

The POD has two primary roles. First, they work proactively with the P&T committee chair and other committee members throughout the review process to ensure proper procedures are followed in all committee activities, referring to CSW documents or seeking guidance from OAA when necessary. If the POD has concerns about the process in a review, the concerns should first be brought to the attention of the individual or review body generating the concerns. If appropriate procedures are not being followed, either by staff or faculty (including the candidate), those individuals should be promptly informed of the problem. If concerns cannot be resolved to the satisfaction of the POD, then they should be brought to the Dean's attention; if the concerns involve the Dean, they should be brought to the Provost. The second role is to check candidate's dossiers for accuracy.

#### ***Liaisons.***

Liaisons serve as mentors to candidates going up for review. Each candidate will be assigned a P&T committee member to serve as their liaison. The chair will solicit from each candidate a rank-ordered preference list for the pairings, keeping it confidential, and will make the assignments. P&T committee members can serve as liaison for more than one candidate, if necessary. They cannot also serve as POD.

Liaisons have two major roles. The first is to provide support to a candidate throughout the review process; the second is to write the summary letter of the candidate's dossier. They offer:

- Timelines for progressing through the review process.
- Help interpreting current college and OAA policies.
- Guidance on materials included in dossier management system and format for naming and organizing materials.
- Regular checkpoints on progress with preparing materials.
- Feedback on the candidate's dossier, including personal statement.
- Facilitation of the process for obtaining external reviews.
- Point of contact between candidate and P&T committee.
- Other supports according to the preferences of the candidate, for example, meeting

regularly, reviewing dossier components throughout the process.

Liaisons write a summary letter of the candidate's dossier that is first approved by the P&T committee and then posted for faculty review before the discussion and vote on the candidate's case. Final documents must be presented to the committee of eligible faculty at least two weeks before their review meeting. If there are status updates on existing accomplishments in the candidate's dossier (e.g., publication acceptance of funding awards) between the time of posting the candidate's materials for faculty review and the discussion and vote of the eligible faculty, the liaison includes them orally when presenting the summary letter at the discussion meeting. The summary letter is updated with the new information when the P&T chair summarizes the discussion and vote for the final committee summary letter that goes to the Dean.

### **3. Diversity Work Group (DWG)**

Diversity and inclusion are the responsibility of the entire College of Social Work. The DWG works collaboratively with faculty, staff, and students to achieve its goals.

#### **Duties**

- Support the work of the college in recruiting and retaining a diverse faculty, staff, and student body.
- Support delivery of an explicit curriculum that educates students about diversity and provides skills for serving as advocates and change agents.
- Create an implicit curriculum for students, and a community for faculty and staff that is supportive of diversity in the broadest sense, and responsive in a timely manner to concerns and opportunities for community learning and conversation.
- Create opportunities for faculty and other instructors to extend and further develop their knowledge of diversity, as well as their capacity to teach those knowledge and skills, and to host classrooms that support diversity and promote dialogue.
- Contribute with others in our community to all of our capacities to engage each other in respectful, collaborate ways that eschew zero-sum arguments about diversity and move the conversation forward in meaningful ways.

#### **Membership**

The DWG is chaired by the Associate Dean of Inclusive Excellence, or the Dean's designate if that position is not occupied. Membership is composed of volunteers recruited and recommended by the chair and current members, and appointed by the Dean. Membership is renewable. Membership should consist of a student from each program, and a representative group of both faculty and staff recruited both for their interest in advancing diversity and inclusion and for their capacity to contribute to specific current initiatives.

### **4. Research Advisory Committee (RAC)**

The mission of the RAC is to promote a positive research culture at the College of Social Work, gain faculty and staff input into research processes, policies, and protocols in the college, and assist in developing strategies and infrastructure to support successful research and scholarly creative endeavors by faculty, students, and staff. The RAC serves in an advisory capacity to the Associate Dean of Research and the Dean of the college.

### Duties

- Recommending, promoting, and advocating structures, policies, and procedures that facilitate, enhance, and expand research capacity, including participating in strategic planning around research and scholarly creative endeavors.
- Proposing solutions to alleviate identified barriers to research.
- Advocating for new or additional support mechanisms to respond to faculty, staff, and student needs.
- Sharing resources, information, and best practices for funded and unfunded research/creative activity.
- Sponsoring faculty, staff, and student development activities related to research/creative activity.
- Initiating and developing infrastructure and mechanisms for sustainable interdisciplinary and collaborative research/creative endeavors, including those involving community engagement elements and intersecting with other research promoting units on campus.
- Assisting in reviewing and advising on College of Social Work seed grant applications.
- Assisting in creating and implementing mechanisms to reward engagement in research/creative endeavors.
- Serving as a bi-directional conduit of information between the college's researchers/scholars, the doctoral program office, advancement office, curricular groups, the Research Office, Dean, and Associate Dean of Research.
- Fostering a climate in the college that motivates and facilitates faculty, students, and staff to engage in meaningful funded and unfunded research activities, including translational and community-engaged endeavors.
- Engaging in regularly scheduled meetings to fulfill its mission.

### Membership

The Associate Dean of Research shall serve as the chairperson. In addition, the RAC is comprised of eight members:

- Three tenure-track members elected by the CSW faculty representing each rank (assistant professor, associate professor, professor), at least one of these with recent (past five years) principal investigator experience on externally funded research or research training grants.
- Two at-large tenure track members elected by the CSW faculty.
- One staff member appointed by the Dean (and approved by corresponding PIs), who is engaged on research projects as research coordinator or with the potential to be designated as a co-PI or PI in the college.
- One person from the college advancement office appointed by the Dean to represent funded research from foundations.
- One researcher from another unit at OSU with recent (past five years) principal investigator experience on externally funded research or research training grants, nominations open to the entire faculty and appointed by the Dean.

The Research Office Program Manager will attend RAC meetings to take notes and distribute the monthly meeting agendas. There is no limit to the number of times an individual can serve, but a person should not serve consecutive terms.

## 5. College Staff Committee

This committee shall serve as a body for convening college staff members on a regular basis.

### Duties

- Increase communication and collaboration among staff.
- Serve as a vehicle for recommending to the CAC opportunities for improving the well-being of the community and advancing the strategic plan and goals of the college.

### Membership

All civil service A&P and non-student research staff employees of the college shall be members of this committee. The chair shall be elected by college staff in May for the following academic year.

## 6. College Investigations Committee

In accordance with Faculty Rule [3335-5-04](#), the College of Social Work shall have an Investigations Committee. The Investigations Committee follows the investigations process established in Faculty Rule [3335-5-04](#).

### Membership

Membership of this committee shall consist of four tenured faculty members, two from the College of Social Work and two selected from another college in the University upon initiation of an appeal. College of Social Work members shall be elected in spring of each year by vote of the faculty and shall serve two-year terms. When a concern is brought to this committee, members from outside the College of Social Work will be nominated by the CAC. If more than two external members are nominated and show interest, an election will be held at the College of Social Work and those two external candidates receiving the two highest number of votes will serve on the committee.

## 7. Standing Academic Committees

The Associate Dean of Academic Affairs is responsible for oversight of all academic related committees, including:

- PhD Committee (also serves as part of Graduate Studies Committee)
- MSW Committee (also serves as part of Graduate Studies Committee)
- BSSW Committee
- Admissions Committee
- Field Advisory Committee
- Graduate Studies Committee
- Scholarship Committee
- Teaching and Learning Committee

All academic committees shall meet monthly, except the Graduate Studies Committee who will meet on an as needed basis and the Scholarship Committee who will meet once each year to disperse awards.

### 7.1. Academic Program Committees

The PhD, MSW, BSSW Program Committees, in consultation with the Assistant Dean and/or the Associate Dean for Academic Affairs, are responsible for program-specific policies and curriculum.

### Duties

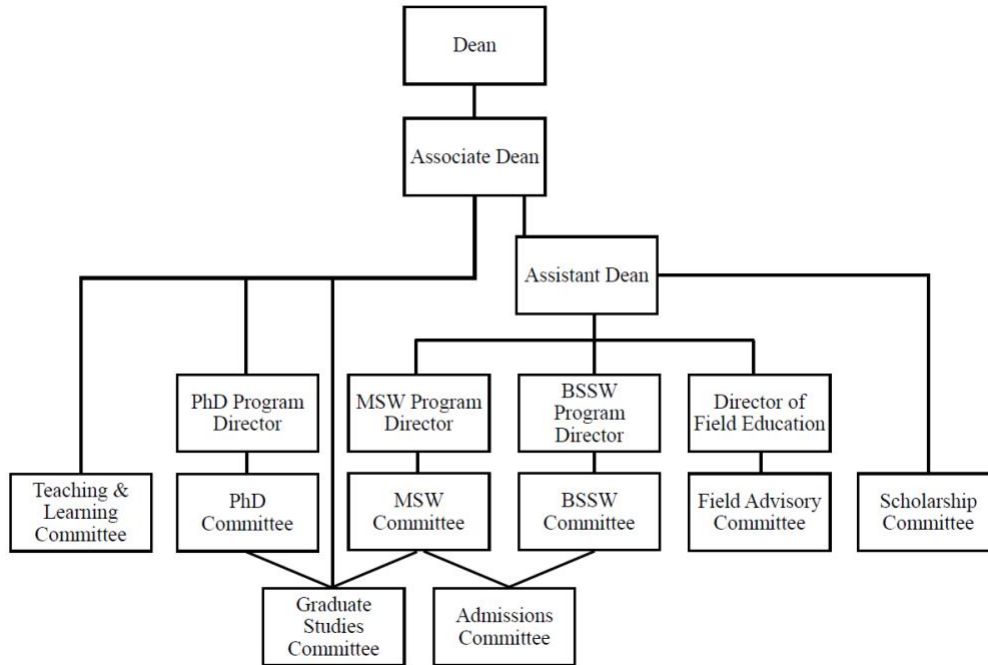
Program committees provide operational support and advisement to Program Directors regarding policy, procedures, curriculum (such as curricular planning, course review, and course scheduling), admissions, student recruitment, faculty advising, annual student survey, and scholarship selection. Committees will review and approve requests for curricular changes such as course credit hours, course objectives, textbooks, and ensure minimal duplication across programs. The MSW and PhD Committees review and rule on all student petition and exception requests and as such serve in the capacity of the Graduate Studies Committee. The committee members support the Program Directors and administrative staff in fulfilling obligations related to CSWE accreditation.

Academic program committees review and recommend educational policies, new courses, and any course changes relevant to their respective programs. Per Faculty Rule [3335-5-14](#), tenure-track and clinical faculty maintain governance responsibilities of curricula. Academic program committees will establish ad hoc curriculum committees as needed to address specific areas of need in the curriculum. All tenure-track, clinical, and associated faculty shall be offered the opportunity to participate in ad hoc curriculum committees.

The reporting structure is illustrated in Figure 1. Academic program committees are responsible for ensuring the design of course syllabi and monitoring the delivery of courses consistent with overall course objectives and curriculum design. Committees monitor multi-sectional courses to assure a high degree of comparability across sections. Committees are responsible for evaluating the curriculum and student learning outcomes to ensure the college is fulfilling its educational objectives and is in compliance with the educational standards put forth by the CSWE, the University, and the OSU Graduate School.

Chairs of academic committees shall meet monthly, at a minimum, to discuss items of relevance across programs. All recommendations for revisions to the explicit curriculum (i.e., changes in course objectives, addition or removal of courses, curricular restructure) shall be presented to the Associate Dean of Academic Affairs for review, and if approved, forwarded to the CAC to present to faculty for review and approval by the faculty as a whole. Any MSW or PhD Committee recommended actions that involve a policy change will be sent forward to the Graduate Studies Committee (GSC) Chair, and the GSC if necessary, for review of compliance with college and OSU Graduate School policies and procedures. Final determinations and recommendations to the full faculty body will be made collaboratively between the GSC Chair, the GSC, and the relevant program committee(s).

**Figure 1: Academic Committee Reporting Structure**



Distance learning and academic assessment functions are the responsibility of the Office of Academic Affairs and are collaboratively conducted among the relevant academic program committees, the Field Advisory Committee, and Assistant and Associate Deans of Academic Affairs.

**Membership**

The BSSW committee, MSW committee, and PhD committee membership shall consist of:

- The respective Program Director, who shall serve as chairperson.
- Three tenure-track faculty elected by the CSW faculty representing each rank (assistant professor, associate professor, professor).
- One at-large tenure-track faculty representative of any rank elected by the faculty.

*Additionally, for the BSSW committee:*

- Two clinical faculty elected by the faculty.
- BSSW academic advisors.
- The Assistant Director of Field Education and BSSW Field Placement Coordinator.
- One member of the Office of Digital Innovation and Learning team, selected by the office’s Director.
- Two associated faculty members selected by the respective Program Director.
- One BSSW student who completes an application expressing interest. The representative is selected by the BSSW Program Director.

*Additionally, for the MSW committee:*

- Two clinical faculty elected by the faculty.
- The Assistant Director of the MSW program.
- MSW academic advisors.

- The Director of Field Education and MSW Field Placement Coordinator.
- One member of the Office of Digital Innovation and Learning team, selected by the office's Director.
- Two associated faculty members selected by the respective Program Director.
- One MSW student, typically the GA who works in the MSW Program Office.

*Additionally, for the PhD committee:*

- One additional at-large tenure-track faculty representative of any rank elected by the faculty (for a total of two).
- Only tenure-track faculty can serve on the PhD academic program committee.
- One PhD student, elected by the PhD students.

Program committee staff will attend meetings in a non-voting capacity to inform discussions as needed. The Assistant and/or Associate Dean of Academic Affairs may attend any academic committee meetings in an ex officio capacity. Assistant professors will not be eligible to serve on program committees during their first year of employment.

Committee members will serve two-year staggered terms; students will serve single year terms. All terms are renewable for one additional term. Student members will not participate in discussions or votes directly related to student applications, petitions, funding, or other sensitive student-related discussions. The Dean will make a short-term appointment until such time an election can be held in the case where time sensitive business is required.

## **7.2. Admissions Committee**

The BSSW and MSW Admissions Committee, under the coordination of the Enrollment Manager, shall assume responsibility for all application reviews and decisions, interviews, tracking processes, reviews applicants and the selection process for program admissions, and communication with the Program Directors.

### **Membership**

The Admissions Committee is coordinated by the college's Enrollment Manager. The Admissions Committee shall have six (6) members including:

- One representative each from the BSSW and MSW program committees (faculty or staff member) who are recommended by the academic Program Directors.
- Two additional at-large faculty members recruited from among the faculty by the academic Program Directors.
- One field education representative recommended by the Director of Field Education.
- One associated faculty member recommended by the academic Program Directors.

All committee members will serve two-year staggered terms, but a committee member is only responsible for 9 months of work each year. Three members will serve from September 1 to June 1, each of their two years. The field education representative and two additional members will serve from December 1 to September 1, each of their two years. All terms are renewable for one additional term with the Dean's approval.

### **Compensation**

Faculty and staff will receive either a 3-credit overload payment or a 3-credit hour course release during the spring semester. The field education representative will receive either 3 credit hour course overload payment or a 25-student decrease in their liaison caseload.

### **7.3. Field Advisory Committee**

The Field Advisory Committee provides operational support and advisement to the Director of Field Education regarding field related policies, procedures, the development of new field placement sites, advanced field instructor training topics, field education best practices, student issues in field education, emerging areas of practice opportunities, and the coordination of classroom learning into a practice environment. The committee meets at least four times a year, and no less than one time each semester.

#### **Membership**

Field Advisory Committee membership shall consist of:

- The Director of Field Education, who shall serve as chair.
- The Assistant Director of Field Education.
- Two at-large faculty members (at least one being tenure-track) elected by the faculty.
- A minimum of two field coordinators appointed by the Director of Field Education.
- A minimum of five agency supervisors and/or Education Coordinators appointed by the Director of Field Education.
- One student, appointed by the Director or Assistant Director of Field Education. This student is typically selected from the students who are doing their field placement at CSW.

The two elected faculty will serve in a two-year staggered term. All other members will serve in a one-year term. All terms are renewable for additional terms based on interest and ongoing availability. Student members will not participate in discussions or votes directly related to student applications, petitions, funding, or other sensitive student-related discussions.

### **7.4. Graduate Studies Committee (GSC)**

The MSW and PhD Committees shall dually serve as the college's Graduate Studies Committee. The GSC serves as the liaison between the OSU Graduate School and the graduate faculty members in the College of Social Work.

#### **Duties**

The responsibilities of the GSC are outlined in the [OSU Graduate School Handbook](#). The roles of GSC include identifying and addressing non-curricular policy and procedural issues of relevance to the MSW and PhD programs, reviewing questionable student petitions and program exception requests as put forth by the MSW and PhD Committees, and ensuring college compliance with OSU Graduate School rules. All requests to be forwarded to the Graduate School require the GSC chair signature. The GSC chair may determine if any request needs further review by the GSC.

In addition to the minutes of GSC meetings, the MSW and PhD committee minutes will additionally serve as record of GSC related determinations. As meetings of the GSC are limited to the 9-month academic calendar, the MSW and PhD Program Directors will work with the GSC chair to make time sensitive decisions during summer semester.

#### **Membership**

The primary work of the GSC will be conducted by the MSW and PhD committees as relevant to issues pertaining to the specific program level. When a full GSC meeting is required, each Program Director, two faculty committee members selected by each program committee and the Associate Dean of Academic Affairs will constitute the GSC. The Associate Dean shall serve as chair of the GSC.



### **7.5. Scholarship Committee**

The Scholarship Committee oversees the process and selection of College of Social Work scholarship recipients each year. Students apply for scholarships during the admissions application process. A committee is constituted each spring to review applications and select recipients to be awarded scholarships during the following academic year. The Assistant Dean of Academic Affairs will lead committee meetings and shall be responsible for ensuring a fair and equitable scholarship review and selection process. The committee will be fully supported by staff in the College Advancement Office. The Advancement staff will work with the Assistant Dean, the program offices, the fiscal office, and IT, to ensure all materials required for the review process are gathered, prepared, and distributed to committee members and will prepare, distribute, and track communications with scholarship recipients. The committee will review the previous year's selection process to determine any revisions that may need to be made for the current review year. Scholarship applications close on March 1, with final decisions made in early April. Students are notified via email the outcome of their application by April 30. The Advancement Office shall prepare official letters of notification to be signed by the Dean and mailed to students no later than June 30. In the case of an applicant not accepting a scholarship or not matriculating, an alternate recipient shall be named as soon as possible after learning of the need to reassign a scholarship.

#### **Membership**

An Advancement staff member will attend in a non-voting capacity to provide all administrative support. The Scholarship Committee membership shall include:

- The Assistant Dean of Academic Affairs shall serve as the Scholarship Committee Chair.
- The BSSW and MSW Program Directors.
- Two faculty members (tenure-track or clinical) from the BSSW committee who serve concurrently on the Scholarship Committee.
- Two faculty members (tenure-track or clinical) from the MSW committee who serve concurrently on the Scholarship Committee.
- An at-large tenure-track or clinical faculty member, appointed by the Dean for a two-year term.
- The Director of Field Education (or designee).

Faculty serve in two-year, staggered terms for committee continuity.

### **7.6. Teaching and Learning Committee (T&L)**

The Teaching and Learning Committee provides advisement and operational support to the Associate Dean of Academic Affairs regarding overall academic policy, procedures, evaluation of teaching, instructional development, and the role of associated faculty and instructors. This committee works to ensure rigor in the explicit curriculum across program levels.

#### **Duties**

- Review processes for evaluating teaching and recommend alternative processes to ensure quality teaching across all faculty levels.
- Serve as a mechanism of resource and referral support for instructional guidance to newly hired tenure-track, clinical, and associated faculty.
- Ad hoc committees shall be formed when necessary to address specific issues and time-sensitive activities related to teaching and learning.
- Coordination of peer evaluation of teaching for all faculty as consistent with the college's [APT document](#).

### Membership

The Teaching and Learning Committee shall consist of:

- The Associate Dean of Academic Affairs, who shall serve as chair.
- The Assistant Dean of Academic Affairs.
- BSSW, MSW, and PhD Program Directors.
- Director of Field Education.
- Director of the Office of Digital Innovation and Learning.
- Three at-large tenure-track faculty members elected by the CSW faculty.
- Two at-large clinical faculty members elected by the CSW faculty.
- Two associated faculty members recommended by the Program Directors and appointed by the Associate Dean of Academic Affairs.

## **8. Faculty Search Committee**

Search procedures must entail substantial faculty involvement and follow the SHIFT Framework for faculty recruitment. The Dean establishes and approves a search process. This approval may or may not be accompanied by constraints regarding salary, rank, and field of expertise. The CAC must ratify the search committee membership and the charge given to the search committee for any tenure-track or clinical faculty searches.

For tenure-track faculty searches, the Dean appoints a search committee consisting of five or more tenure-track faculty members in the College of Social Work; if the position is significantly interdisciplinary in nature, the Dean, in consultation with College Advisory Council (CAC), may appoint additional members from other relevant colleges in the university. The Dean appoints one tenure-track search committee member to serve as chair.

For clinical faculty searches, the search committee consists of the Associate Dean of Academic Affairs, the academic BSSW and MSW Program Directors, three faculty members of any rank with a minimum of one each from tenure-track and clinical faculty. The Associate Dean of Academic Affairs may appoint one or more non-voting student representatives to participate in search activities.

For lecturer searches, the search committee consists of the Assistant Dean of Academic Affairs, the Instructional Support Specialist, the BSSW and MSW Program Directors, and one clinical faculty member.

## **9. Faculty Salary Appeals Committee**

In accordance with Office of Academic Affairs requirements, the College of Social Work shall have a Faculty Salary Appeals Committee to review faculty salary appeals, and to make recommendations to the Dean concerning the disposition of such cases. The Faculty Salary Appeals Committee is an ad-hoc committee composed of the faculty members of the CAC, excluding the assistant and associate deans, plus two professors from program areas different from that of the appellant. Because a two-level review process (department and college) is not possible for the College of Social Work, the faculty member may select, if they wish, an additional faculty member to serve on the college-level committee. This faculty member must be a full-time tenured faculty member from within the college of the appellant and may not be a member of the comparison group.

The Faculty Salary Appeals Committee follows the appeals process established in the Office of Academic Affairs [Policies and Procedures Handbook](#).

## E. College Centers

### 1. Definition of a College Center

A center is defined by its mission and scope, not its title, and may be described as a center, institute, laboratory, or similar term. Centers should be largely externally funded, but internal funding (initial and continuing) can come from one college or a small set of colleges. The leadership of the center will report to one Dean or a small set of Deans.

All centers will have:

- A director who is appointed by and reports to the relevant Vice President(s) or Dean(s).
- An oversight committee composed primarily of faculty who will be consulted regularly by the director.
- A pattern of administration developed by the director in conjunction with the oversight committee that will include center membership criteria.

No center may:

- Serve as a tenure initiating unit.
- Establish independent course offerings and degree programs.

### 2. Procedures for Establishing a College Center

- A college-established center will have some mix, with variable emphases, of 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.
- Those wanting to establish a college center must consult with the Dean to determine the appropriate path for development.
- A college center proposal will be submitted to the Office of the Dean. It will be reviewed by the CAC who will provide a recommendation for action to the Dean. The CAC or the Dean, at their discretion, may appoint ad hoc members (such as faculty with expertise in the relevant subject area, Associate Deans of Research or Academic Affairs) to the CAC to assist with the review.
- A proposal approved by the CAC will be sent to the faculty for vote. If approved by a majority vote, the center will be established.
  - No review/action by the University's 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 (per Faculty Rule [3335-3-36](#)).

### 3. Proposals to Establish a College Center

The proposal to establish a college center should provide in clearly labeled sections the information requested below.

- I. **Mission:** Explain the mission of the center and how it is aligned with the college's strategic goals. In particular describe or explain the following.
  - A. The missions of the university (research, teaching, service or outreach) most relevant to the center.
  - B. The goals of the center that cannot be met within existing structures. Identify and address similar, competing, and overlapping centers at the university.
  - C. Identify possible collaborative opportunities with individuals or centers at OSU and those that might exist across the state, nation, or other countries.

- II. **Administration**: Describe the administrative structure and responsibilities of the director and oversight committee. Describe or explain the following.
  - A. The main components of a pattern of administration for the center (to be formally completed/approved within a year of center establishment).
  - B. The reporting line—The Dean, group of Deans, or Vice President to whom the center will report.
  - C. Director, member, and staff role descriptions.
  - D. The function(s) and composition of the 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 involved in the center. The director will consult regularly with the oversight committee.
- III. **Center Leadership**: Suggest a director for the proposed center with a brief paragraph about suitability for the role; include detailed role description. Center leadership may be faculty or staff. The director will be appointed by and report to the dean for a four-year term. The director is eligible for reappointment after undergoing formal reappointment review conducted in the fourth year of the director’s term by the faculty members of the center oversight committee. The recommendation of the review committee is advisory to the dean.
- IV. **Membership**: Describe who will be members and the process for membership application or assignment. Describe the extent to which staff and students will be involved and how they will be supported.
- V. **Budget/Funding**: Specify budget and funding sources for the center. Describe or explain the following.
  - A. The expected budget for the first year of operation.
  - B. Funding sources and one-time and recurring costs. Be specific about where funds will be generated, how funds support running the center, and whether funding sources include indirect costs.
  - C. Existing or new equipment, space, and facilities needed to establish the center.
  - D. Additional resources needed by the center and their approximate cost (e.g., research or business office support staff, support from continuing education, hardware/software purchases)
  - E. The sustainability of the center—possibilities for external funding, and details of related funding proposal submissions.
- VI. **Center Goals/Evaluation**: Include specific goals for the first five years of the center. Include metrics for evaluation relevant to the center. Please develop measurable and specific metrics.
  - A. Describe procedures for evaluation of goals related to the mission.
  - B. Present measurable and specific metrics.

#### 4. Ongoing Review of College Centers

- I. 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 (CSW and external) involved in the center. The director will consult regularly with the oversight committee about progress toward goals, budgets, staffing, etc. External or Internal Advisory Committees may be established at the discretion of the center director.
- II. All centers will be monitored through annual reports to the college Dean(s). An annual report is due to the Dean by July 15th of each year. The annual report must include:
  - A. Mission
  - B. Activities for past year, include progress on each metric established for the evaluation of the center

- C. Funding sources
  - D. Activities/Goals for next year
  - E. Roster of faculty, staff, students affiliated with the center
- III. Each center will undergo a five-year review by the CAC. The rationale for undertaking the review is to ensure cost-effective and successful stewardship of university resources and confirm the center is providing valued and productive services to the university.
- A. The CAC or the Dean, at their discretion, may appoint ad hoc members (such as faculty with expertise in the relevant subject area, Associate Deans of Research or Academic Affairs) to assist with the review.
  - B. **A comprehensive self-study**: The center under review will complete a self-study in which it provides the CAC specific information regarding its mission, faculty, administrative structure, budget, and evaluative metrics. The self-study should include:
    1. Mission
      - Original mission statement
      - Proposal establishing the center
      - Annual reports
      - Other relevant documents or materials
      - Description or list of all center activities, events, initiatives, etc, that have contributed to fulfilling the mission and objectives of the center. If current activities of the center differ from those originally envisaged or articulated in the mission statement, explain this evolution.
    2. Faculty, Staff, and Student Involvement and Contribution
      - List of current faculty, staff, and graduate student affiliates or associates.
      - List of past faculty, staff, and graduate student affiliates or associates.
      - List all faculty and staff publications, conference presentations/posters, 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.
      - List all student publications, lectures, grants, or other activities related to their work with the center.
    3. Administrative Structure and Responsibilities
      - Pattern of administration document that describes:
        - Org chart.
        - Administrative structure including responsibilities and activities of all administrative staff, indicating their contributions to the mission of the center and its objectives.
        - Oversight committee, indicating their contributions to the mission of the center and its objectives.
        - Policies and procedures adopted by the center.
    4. Budget
      - Current budget.
      - Projected budget for next five years.
      - Past budgets since last review.
      - 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 linked to the functions and services articulated in the mission statement.
    5. Evaluative Metrics

- List of evaluative metrics articulated in the original center proposal, identifying, and describing the degree to which the center has met (or failed to meet) its stated evaluative metrics.
  - Identify and justify any new evaluative measures and describe the degree to which the center has met these metrics.
  - Provide any specific narrative information or data as appropriate and attach as appendices any documentation (letters of commendation, awards, news releases) that demonstrate how the center has met its metrics.
- C. Discussion and consultation by the CAC with the center administration: The subcommittee will meet with the director, oversight committee, and other administrative staff (as deemed appropriate) to discuss the self-study. Other stakeholders may be included in this meeting as deemed appropriate.
- D. Completion of final report by the CAC: Recommendations regarding the status of the center (continuation, conditional continuation with a follow-up in fewer than five years, or termination) will be based on the review outlined above and must focus on the degree to which the center
- Has fulfilled or is fulfilling its stated mission.
  - Is working within its own budgetary constraints.
  - Is meeting its own evaluative metrics.
- The center director and oversight committee will have an opportunity to review and comment on the final report and/or consult with the CAC before it forwards its report to the Dean.
- E. Presentation of the final report to the Dean: The report of the CAC and its recommendations will be forwarded to Dean. Any concerns on the progress of the center will be discussed with center leadership and a plan will be made for the following academic year. If there are continuing concerns, the Dean in consultation with the CAC will have the authority to require significant changes or abolish a college center.

## **5. Changes to Established Centers**

Should a significant change to a center occur, or a decision be made to abolish a center, notification of that decision will be made to the Office of Academic Affairs and through it to the Council on Academic Affairs. All centers moving from one type to another must be reviewed and approved by Council on Academic Affairs.

## **6. Previously Established Centers**

All existing centers established outside this rule shall be reviewed under the requirements of this rule. Those not in compliance with the rule shall be allowed one additional year to make appropriate adjustments to allow for their continuation.

# **VIII. FACULTY MEETINGS**

## **A. Scheduling Faculty Meetings**

There shall be at least five scheduled faculty meetings during the academic year. In consultation with the CAC, the Dean may also call an assembly for all employees of the college.

## **B. Special Meetings**

Special meetings shall be held at the request of the Dean of the College of Social Work, or on petition to the Dean by one-third of the faculty members stating the purpose of the proposed meeting. Meetings announced with less than five business days' notice shall require two-thirds of the voting members of the faculty to constitute a quorum.

## **C. Attendance**

All tenure-track and clinical faculty members are required to attend faculty meetings that are regularly scheduled or called according to procedures specified above. All official actions and deliberations upon official business shall be conducted in open meetings. Meetings or parts of meetings that may be legally closed to other than tenure-track and clinical faculty members shall be declared "closed" meetings by the presiding officer who shall state the justification for the closed session and ask all persons not eligible to vote to leave the meeting.

## **D. Agenda**

The CAC, along with the Dean, shall be responsible for establishing the agenda for each faculty meeting. This agenda, together with accompanying attachments and reports, shall be distributed to each tenure-track and clinical faculty member at least five working days prior to each regularly scheduled meeting. Any faculty member may submit items for consideration to the CAC. The first and second items on the agenda for each business meeting shall be the approval (by majority vote) of the agenda as previously distributed and the previous meeting's minutes.

## **E. Presiding Officer—Rules of Order**

The Dean or designee shall serve as chairperson of each formal faculty meeting and shall conduct the meeting in accordance with Roberts' Rules of Order and/or policy and procedures adopted formally by a two-thirds vote.

Minutes will be prepared stating what business was conducted and distributed via email to all faculty within three business days. This will constitute the usual form of the minutes. Minutes will be prepared under the direction of the Executive Assistant to the Dean and reviewed for accuracy and completeness by the meeting chairperson, usually the Dean. In the event faculty wish to have the minutes report what was said, as well as what was done, Roberts' Rules of Order should be utilized.

## **F. Quorum and Procedures**

One-half of the voting members of the faculty shall constitute a quorum for meetings announced at least five days in advance. On-duty faculty may elect to participate via distance technology when necessary. Members of the faculty away on leave shall not be counted in the base for determining a quorum and are not obligated to participate. All decisions shall be by majority vote of tenure-track and clinical faculty members present, providing a quorum is present, except as specified in these Patterns of Administration (POA). When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any issue/position, the Dean will make the final decision.

Consistent with Robert's Rules of Order, voting at faculty meetings on issues of substance shall be by secret ballot. Any faculty member may request a secret ballot. Incidental motions in faculty meetings may

be decided by voice vote. Proxy voting shall not be permitted. All voting in the college that is other than a voice vote will be conducted in a secure digital manner employing the current best practice procedure that preserves the confidentiality of the voter, the anonymity of their vote, and the security of the voting practice. At the conclusion of the voting period, the voting results are ascertained by two individuals: the faculty chair of the committee conducting the vote (i.e., CAC or P&T) or their designee, and the Dean or their designee. The results of the vote are communicated to the Dean whose office is responsible for prompt notification of voting results.

Special policies pertain to voting on personnel matters, and these are set forth in the college's Appointments, Promotion and Tenure Document.

## **IX. DISTRIBUTION OF FACULTY DUTIES AND RESPONSIBILITIES**

The faculty of the College of Social Work consists of individuals whose appointments and responsibilities vary considerably. Depending on their appointment, faculty responsibilities may include teaching, research, outreach and engagement, and/or service. Fluctuations in the demands and resources of the college and individual circumstances of faculty members may warrant changes in their responsibilities.

Initial faculty assignments are described in the initial letter of offer. Assignments and expectations for the upcoming year are addressed and adjusted as part of the annual performance and merit review by the Dean and based on college needs as well as faculty productivity and career development. **All faculty are required to teach at least one course per academic year (minimum of 3 credits), regardless of the amount of external funding available, with exception to those serving in some administrative positions.**

A full-time faculty member's primary professional commitment is to The 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 Dean in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the Dean to take into account the impact over time of the crisis. These adjustments may include modifying research expectations in order to maintain teaching obligations. These assignment changes must be considered in annual reviews.

Faculty members should make themselves familiar with the university's bylaws and rules concerning faculty rights and expectations as delineated in Faculty Rule [3335-5](#). That documentation covers a broad range of topics such as academic freedom and responsibility, appointment/employment conditions and misconduct, complaint processes, duty/absence from duty expectations, faculty meetings and voting, and faculty governance, among other topics. All faculty are expected to complete, in a timely manner, all employee training assigned by the university. Failure to complete university required training may result in sanctions established by university policy.

### **A. Faculty Workload**



## **1. Tenure-Track Faculty—Teaching & Scholarship**

The standard tenure-track faculty workload is 40% teaching, 40% research, and 20% service. Tenure-track faculty are 9-month appointments, except in the case of some administrators.

The typical tenure-track teaching workload is 9 credit hours every academic year (i.e., fall and spring semesters). Summer instructional assignments are usually in addition to this load; however, tenure-track faculty may negotiate courses scheduled for summer terms as part of their required course load. Faculty have various mechanisms to be released from some of their teaching load through college releases and research buyouts. See [CSW Research Office Guidelines](#) for details about research buyouts.

Scholarship is a critical part of the tenure-track faculty workload. Scholarship involves a variety of activities which are described in the college's [APT document](#). Tenure-track faculty who document submission of an average of two articles or equivalent (calculated on either an annual or a three-year rolling average) will teach an average of 9 credit hours per year.

Faculty who submit an average of one article or equivalent will have a teaching load of 12 credit hours per year; those averaging less than one article or equivalent will have a teaching load of 15 credit hours per year. An adjusted workload is not a permanent assignment. Any faculty member who, by virtue of productivity, is assigned an adjusted workload may provide the Dean with a proposal for increased scholarly activity. Together, the Dean and faculty member may also determine other equivalents for meeting equitable workload expectations.

## **2. Clinical Faculty—Teaching**

The standard clinical faculty workload is 80% teaching and 20% service. Clinical faculty are 12-month appointments.

The typical clinical faculty teaching workload is 24 credit hours per contract year (i.e., fall, spring, and summer semesters). Clinical faculty may be eligible to receive course load reassignment, enabling them to work on curriculum projects or other assignments on an as-needed basis, negotiated at the discretion of the Dean and Associate Dean of Academic Affairs.

Scholarship and research activities will not be included in clinical faculty regular workload and performance expectations, but may be negotiated with the Dean.

## **3. Associated Faculty—Teaching**

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 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 teaching assignment for lecturers varies based on college needs.

#### **4. Service**

All tenure-track and clinical faculty members are expected to attend and participate in faculty meetings, assigned committee meetings, and recruitment activities or events. Also, faculty are expected to participate in a reasonable number of college-sponsored activities such as student, alumni, and field sponsored functions, with priority given to events that involve students. Service activities for faculty are discussed in detail in the college's [APT document](#).

All faculty are expected to be available to engage as mentors with newly appointed faculty in support of their efforts to achieve reappointment, promotion, and tenure (if applicable). In some instances, this may be a long-term mentoring relationship. In other instances, it may be a short-term relationship that arises out of a specific need to draw upon a tenured faculty member's expertise. All mentoring responsibilities should be carried out based on clearly stated goals, objectives, and expectations aligned with the college promotion and tenure criteria specified in the college's [APT document](#). The above policy does not constitute a contractual obligation. Fluctuations in demands and resources in the college and the individual circumstances of faculty members may warrant temporary deviation from the policy.

All faculty are expected to be involved in community and professional service in ways related to their academic and professional expertise, as well as their professional identification. Such service is recognized as a criterion for reappointment, promotion, or tenure. Regarding annual merit review, such service shall be taken into account but should not be regarded as a substitute or compensation for expectations in teaching, scholarship, and college/University service.

#### **5. Field Responsibilities**

All faculty members have the option to replace one three (3) credit hour course with two (2) semesters of field liaison or field co-instructor responsibilities. Individuals electing this option are typically assigned no more than 15 students. Faculty members are expected to conduct their liaison activities in a manner consistent with the best practice guidelines as provided by the college's Office of Field Education.

#### **6. Academic Advising**

Every faculty member is expected to conscientiously advise students assigned by program offices.

#### **7. Faculty Roles on Honors, Master's, and Doctoral Student Committees**

Eligibility to advise, serve, and chair undergraduate honors, master's, and doctoral student committees is designated by the BSSW, MSW, PhD program offices, the OSU Honors Program, and the OSU Graduate School. Status is requested automatically for faculty by the Dean's office as part of onboarding.

The qualifications, rights, and responsibilities of Category M and Category P faculty are discussed in [Section 12.4](#) of the Graduate School Handbook.

- Tenure-track faculty are nominated and approved for Category P status in the graduate school.
- Clinical faculty will be nominated to receive Category M status, when appropriate. Category M status allows a clinical faculty member to serve as a committee member on a master's or doctoral committee. Clinical faculty must hold an earned doctorate (or the equivalent) to serve as faculty advisor/chair for a master's thesis.
  - Per the Graduate School Handbook [Section 12.4](#), only tenure-track (50% appointment or greater) and research faculty (with appropriate HR position code)

are eligible to hold Category P status, regardless of a clinical faculty member's highest degree earned. Therefore, clinical faculty will not be nominated to receive Category P status, thus may not serve as a doctoral committee chair (candidacy or dissertation).

- The possibility of a clinical faculty member serving as a member on a doctoral dissertation committee will be considered on a case-by-case basis should their expertise match the student's proposed candidacy examination or dissertation plan.
  - A student's doctoral committee (candidacy exam or dissertation) shall include no more than one clinical faculty member.
  - All requests to include a clinical faculty member on master's or doctoral committees must be reviewed and approved by the Graduate Studies chairperson and the PhD Program Director.

The cumulative advisement of BSSW honors theses, MSW theses, and PhD dissertations shall be recognized for both tenure-track and clinical faculty. **Advising (BSSW or MSW) or chairing (PhD) six successfully completed dissertations or theses, in any combination, will entitle the faculty member to a one-time 3-credit hour course release.** Faculty should keep track of successfully completed dissertations or theses on their own and provide a list to the Dean for approval of their course release.

## **B. Availability to Students**

All faculty are expected to respond to student inquiries in a timely and respectful manner. All faculty are expected to post and keep a minimum of four office hours per week scheduled to be conveniently available to students and colleagues. "Office hours" are regularly scheduled times when faculty members are physically present in their campus offices or virtually present so that students, advisors, and colleagues can interact with them in real-time. Additional appointments may be made at other times. In so far as possible, faculty should announce office hours on their syllabi or communicate them to students in some other way (e.g., in Carmen course materials).

## **C. Availability of Faculty Curriculum Vitae**

It is the policy of the college to make available for public inspection a current copy of each faculty member's CV. Faculty members are required to submit a current copy of their CV to the Dean's office as part of their annual merit review materials. The Dean's executive assistant will ensure that faculty CVs are uploaded to the faculty member's profile on the college's website. Faculty members may provide an updated copy of their CV at any time, but must do so annually at a minimum to comply with the established annual deadline.

## **D. Modification of Duties**

The College of Social Work 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 providing its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status.

A faculty member requesting a modification of duties and the dean 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. Expectations must be spelled out in an MOU that is approved by the dean.

Faculty may be eligible for additional leave under the [Family Medical Leave Policy](#) and/or the university's paid parental leave guidelines as described in its [Policy on Paid Time Off](#). See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XII.

## **X. COURSE OFFERINGS AND TEACHING ASSIGNMENT PROTOCOL**

The Dean, through their delegated responsibility to the Associate Dean of Academic Affairs, will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty. The process is overseen by the Associate and Assistant Dean of Academic Affairs in collaboration with the Registrar of the College of Social Work and Academic Program Directors. While every effort will be made to accommodate individual preferences of faculty, the college'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 day and week. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course or provided an equivalent assignment for that or a subsequent semester, to be negotiated with the Dean.

While it is neither possible nor desirable to establish a single uniform policy for assigning courses to faculty, the college follows some general processes and principles in determining assignments. The following principles shall guide course assignment:

1. Minimize the number of new course preparations assigned to new faculty in their first year, and to junior tenure-track faculty prior to their mandatory fourth-year review.
2. Faculty members who undertake the design and teaching of a new course may expect to continue in that assignment for three years.
3. Performance in a course, as measured by student feedback and peer evaluation of teaching, will be considered in continuing assignment to that course.
4. The ability to document reasonable competence in course content is a prerequisite to being assigned a course.
5. Online course assignment is open to any faculty member who completes the college's requisite online instructor training.
6. Faculty seniority based on rank and time in service can be considered, considering items 1–5 above. It is not the practice of the college to displace a faculty member with established expertise in teaching the course subject matter with a more senior faculty member possessing less expertise.
7. Tenure-track and then clinical faculty members are prioritized over all other instructors when performance and competence are reasonably equivalent.

Course scheduling for the next academic year (autumn and spring) typically occurs during late autumn and early spring. Summer courses for the following academic year are typically determined in late spring semester. Upon completion of the course scheduling process, the Registrar of the College of Social Work prepares the list of courses that are available. Faculty are provided with the list of courses and are asked to indicate in priority order no less than five courses they wish to teach during the following academic year.

Faculty are also asked to indicate to the greatest extent possible any planned course releases, field liaison assignments, special assignment/faculty professional leave, request for summer, online, regional or overload teaching, or special circumstances that would prevent them from fulfilling their required course load as applicable. **All faculty are required to teach one course per academic year, regardless of the amount of external funding available, with exception to those serving in some administrative positions.**

After teaching preference surveys are received and taking into consideration the principles outlined above, courses are assigned in the following order:

- Tenure-track faculty
- Clinical faculty
- College staff and doctoral students
- Lecturers

After courses have been assigned in the order outlined above, the Registrar of the College of Social Work will send teaching assignment notifications to all instructional faculty, asking them to review and confirm teaching assignments. After teaching assignments have been finalized, any requests for changes should be communicated to the Associate and Assistant Dean of Academic Affairs and the Registrar of the College of Social Work.

### **1. Eligibility for Overload Pay**

All faculty and staff are eligible to negotiate overload pay on a semester-by-semester basis, after all required teaching assignments and course release determinations are finalized. Requests for overload from faculty holding a full instructional load during regular academic semesters must be compelling for the college to maintain high quality instruction.

### **2. Doctoral Student Teaching**

The college is committed to preparing its doctoral students for independently teaching social work courses as future faculty members. To enhance doctoral student marketability, we strive to provide doctoral students opportunities to teach classes in both traditional and online formats. Outside of approved exceptions, graduate students at OSU are limited to teaching undergraduate students (per Graduate School Handbook [Section 9.2.11](#)). As such, doctoral students are assigned to teach undergraduate courses based on their individual expertise and practice experience.

## **XI. ALLOCATION OF COLLEGE RESOURCES**

The Dean is responsible for the fiscal and academic health 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.

Final decisions on budgetary matters rest with the Dean. The Dean will discuss the college budget at least annually with the faculty. The allocation of salary funds and annual performance and merit review procedures for faculty are discussed in the [college's APT document](#) (section V. *Annual Performance and Merit Review Procedures*). Office space, furnishings, and technology are managed by the Chief Administrative Officer, in consultation with appropriate faculty and staff and approved by the Dean. Research space, beyond faculty offices, are recommended by the Associate Dean of Research on the basis of research productivity including external funding and will be reallocated periodically as these faculty-specific variables change. Recommendations are forwarded to the Chief Administrative Officer who is responsible for final space allocations, in consultation with the Dean.

## **A. Professional Development Fund Guidelines**

The College of Social Work is committed to promoting the professional development activities of its faculty and staff. In support of these activities, an annual professional development allowance is provided to each faculty and staff at the beginning of each fiscal year (July 1). The amount of this professional development allowance will be determined at the beginning of each fiscal year depending on the financial circumstances of the college. As a general principle, faculty, senior staff, and field educators will receive a larger annual professional development allotment than the rest of the college staff.

Any professional development funds not used at the end of the fiscal year will carry over. However, the Dean may elect to set a cap on the accumulation of unused funds. Because funds allocated to professional development are encumbered and become unavailable to the college, the college may elect to not provide further funding to faculty members who are not making use of their professional development funding and have accumulated large balances. The Dean will consult with the individual faculty member in advance of restricting an annual development fund contribution. In the event that an employee leaves the College of Social Work, all unused professional development funds remain with the college.

Professional development expense and reimbursement requests will be made in accordance with the University [Expenditures Policy](#) and [Travel Policy](#). Faculty and staff must substantiate business expenses (with original itemized receipts, logs, etc.) or use a method that is “deemed substantiated” (such as use of federal per diem rates for meals on overnight travel). Questions regarding whether an expense is reimbursable through a professional development account should be addressed by the college’s Chief Administrative Officer. Most professional development fund expenditures can be reviewed and approved directly by the CAO; any requests for reimbursement deemed questionable by the CAO that have not been cleared prior to the expenditure will be forwarded to the Dean for approval.

## **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](#) and Office of Human Resources [Policies and Forms](#) website. In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)).

### **A. Discretionary Absence**

Faculty are expected to complete a travel request or a [request for absence](#) 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 college retains the authority to disapprove a proposed absence when instruction or other activities are negatively impacted by the leave. 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](#)).

### **B. Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the Dean 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](#).

## **C. Unpaid Leaves of Absence**

A faculty or staff member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty or staff member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the person’s responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the college. Unpaid leaves of absence require the approval of the Dean and Office of Academic Affairs. The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#).

## **D. Special Assignment (SA) and Faculty Professional Leave (FPL)**

### **1. Special Assignments**

Special Assignments (SA) are available only to tenure-track faculty. SA are normally one semester in length and are designed to provide a tenure-track faculty member time away from classroom teaching to concentrate effort on a unique research, service, or teaching endeavor or invest in a relatively brief professional development opportunity. SA are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a semester in duration but more than two weeks, provided classroom teaching is not disrupted. Information on SA is presented in the Office of Academic Affairs’ [Special Assignment Policy](#).

New tenure-track faculty members typically receive a bank of course releases that may be used to establish a SA. Reasonable efforts will be made to provide SA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the college and the need to assure that sufficient faculty are always present to carry out college operations.

### **2. Faculty Professional Leave**

Faculty professional leave (FPL) is available only to tenure-track faculty. FPL constitutes a more formal departure from regular academic duties than a SA and may be one, two, or three semesters in length for 9-month faculty and one, two, three, or four semesters in length for 12-month faculty. FPL involves salary reductions and other considerations established by the Ohio legislature and University Board of Trustees (outlined in the OAA [Faculty Professional Leave policy](#)) and faculty considering FPL should fully acquaint themselves with these policies before applying for leave.

### **3. Process for Requesting SA or FPL**

The Dean establishes annually a deadline for submission of SA and FPL proposals and notifies faculty of this deadline (usually due mid-February). Upon receipt of proposals, the Dean's office verifies the faculty member's eligibility with the college human resources department and notifies faculty if there is any issue. The Dean considers the proposal's strengths and its potential for impact on the applicant's professional development. The Dean will consult with the college leadership team on proposals, when needed. The Dean makes final decisions on SA and FPL requests and communicates that decision to the applicants. FPL proposals must be approved by the Dean, Office of Academic Affairs, and Board of Trustees before they may be implemented. The Dean will normally announce decisions regarding SA and FPL for the next academic year by May 15 of the previous academic year but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

### **E. Parental Leave**

The university and this college recognize the importance of parental leave to faculty members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

## **XIII. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES**

Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Outside Activities and Conflicts](#). The information provided below supplements these policies.

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

Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the Policy on Outside Activities and Conflicts and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

Should a faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him/her/them, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's Dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.



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 financial conflicts of interest is presented in the university's [Policy on Outside Activities and Conflicts](#). 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.

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities. Further information about conflicts of commitment is included in section [IX. Distribution of Faculty Duties and Responsibilities](#) above.

## **XV. GRIEVANCE PROCEDURES**

Members of the College with grievances should discuss them with the Dean 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 their salary is inappropriately low should discuss the matter with the Dean. The faculty or staff member should provide documentation to support the complaint.

In cases that cannot be resolved at the college level, a faculty member may file a salary grievance with the Dean. The Salary Appeals Committee (see section [VII.D.9. Faculty Salary Appeals Committee](#)) handles salary appeals according to procedures outlined in the OAA [Policies and Procedures Handbook](#).

Staff members who are not satisfied with the outcome of the discussion with the Dean and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

### **B. Faculty Promotion and Tenure Appeals**

Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).

### **C. Faculty and Staff Misconduct**

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule [3335-5-04](#). The Investigations Committee (see section [VII.D.6. College Investigations](#)

[Committee](#)) handles cases of faculty misconduct according to procedures outlined in the OAA [Policies and Procedures Handbook](#).

Any student, faculty, or staff member may report complaints against staff to the TIU head. The [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

## **D. Harassment, Discrimination, and Sexual Misconduct**

The College values an environment that is experienced by all as safe and supportive. The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct. Faculty and staff are responsible for knowing and adhering to current university rules for sexual civility, including those rules describing their responsibility for responding to and reporting to incidents of reported misconduct. Faculty and staff are responsible for timely completion of any training on this topic that is required either by the university or the Dean.

1. Ohio State's policy and procedures related to affirmative action and equal employment opportunity are set forth in the university's [policy on affirmative action and equal employment opportunity](#).
2. Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the [university's policy on nondiscrimination, harassment, and sexual misconduct](#).

## **E. Violations of Law, Rules, Regulations, or Policies**

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).

## **F. Complaints by and about Students**

Faculty agree to adhere to educational policies and procedures as approved by the Board of Trustees, the University, and the college and published in the handbooks for the various College of Social Work programs. Faculty obligations regarding student academic misconduct are discussed by in the OAA [Academic Misconduct Information for Faculty](#). Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty members 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 Program Director, Associate and Assistant Dean of Academic Affairs, or the Dean, they will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Program Director, Associate and Assistant Dean of Academic Affairs, or the Dean 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 Program Director, Associate Dean of Academic Affairs, or the Dean 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. See Faculty Rule [3335-8-23](#).

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 Program Director, Associate and Assistant Dean of Academic Affairs, or the Dean when problematic situations arise.

## **G. Academic Misconduct**

Faculty members will report any instances of academic misconduct first to the relevant Program Director or Assistant Dean of Academic Affairs and then, in collaboration with those individuals, to the University's [Committee of Academic Misconduct](#) in accordance with the [Code of Student Conduct](#). See also Board of Trustees Rule [3335-23-05](#).

## **XVI. RELATIONSHIP TO ALUMNI SOCIETY**

The college maintains its commitment to its students once they graduate, and over the course of their entire career. The Social Work Alumni Society is an important mechanism for maintaining a connection between the college and its alumni. The college assigns a staff member from its advancement team to serve as a liaison to the Alumni Society, and accounts for alumni programming in its annual budget. That alumni relations staff member makes recommendations that benefit the relationship of the college and the Alumni Society. The Dean appoints a faculty member to serve on the Alumni Society for a two-year term.

## **XVII. NON-DISCRIMINATION**

The root concept of the principle of non-discrimination is that individuals should be treated individually in accordance with their personal merits, achievements, and potential. Responsibility for monitoring diversity and inclusion within the college shall be assigned to the Associate Dean of Inclusive Excellence and the Dean. The Ohio State University is committed to building and maintaining a diverse community to reflect human diversity and improve opportunities for all. The university is committed to equal opportunity 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. Ohio State does not discriminate based on age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status in its programs, activities, employment, and admission. Master syllabi for all courses should include the college-approved statement concerning response to bias.

## **XVIII. AMENDMENT OF THE PATTERN OF ADMINISTRATION**

This Pattern of Administration shall become effective when approved by the Office of Academic Affairs.

Prior faculty approval shall be expressed through the following procedure:

- A digital copy of the current rules shall be provided to each faculty member by the Dean.
- The Dean shall distribute a draft of the proposed rules to each faculty member.
- As soon as possible, after 14 days, but no later than 30 days after the date of distribution, a general meeting of the faculty shall be held for the purpose of discussing the draft of the proposed rules. The quorum of such a meeting shall be two-thirds of the tenure-track and clinical faculty members.
- Voting will follow the procedures described above under Faculty Meetings.
- An affirmative vote by two-thirds (2/3) of votes cast shall constitute approval. To be counted, votes must be cast by the due date and time which shall appear on each ballot.

- At the conclusion of faculty meetings when any action is taken to impact the POA and/or the APT document, it will be the responsibility of the Dean's Office in consultation with the CAC chair to ensure that this document is updated within 30 days of the approved changes. The Dean's office will distribute the updated document to all faculty electronically, made available on the [CSW Shared Drive](#), and forwarded to OAA for approval.