

**The Ohio State University**  
**College of Pharmacy**  
**Pattern of Administration**

College of Pharmacy  
The Ohio State University  
500 W. 12<sup>th</sup> Avenue  
Columbus, Ohio 43210

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**The Ohio State University  
College of Pharmacy**

**Pattern of Administration**

**Introduction**

Faculty Rule [3335-3-29](#) specifies that each college shall have a Pattern of Administration which is made available to all present and prospective faculty members of the college and placed on file in the office of the dean and executive vice president and provost. This document provides a brief description of the College of Pharmacy as well as a description of its policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the university to which the 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 dean. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college faculty and the Office of Academic Affairs.

**Mission and Vision of the College of Pharmacy**

**Mission**

The Ohio State University College of Pharmacy advances the pharmacy profession and patient-centered care across Ohio and around the globe through innovative teaching and practice, ground-breaking research, and transformative outreach and engagement.

**Vision**

The College of Pharmacy will lead in drug discovery, development, and training in the optimal use of medications to improve health and well-being.

**Values**

- Excellence in innovation and knowledge translation
- Meaningful and sustainable partnerships in education, practice, and research
- Improving medication-related outcomes through patient-centered care
- Interprofessional pharmacy education services
- Personal commitment to professionalism, integrity and accountability
- Diversity and inclusion

## Faculty

The college faculty consist of:

1. Tenure-track with titles of instructor, assistant professor, associate professor or professor of pharmacy
2. Non-tenure-track
  - a. Clinical with a title of instructor, assistant professor, associate professor or professor of clinical pharmacy
  - b. Research with a rank of research assistant professor, research associate professor or research professor of pharmacy
  - c. Associated (clinical practice titles, adjunct titles, visiting titles, and lecturer titles; also professors, associate professors, assistant professors, or those on less than a 50 percent appointment to the university)
3. Emeritus tenure-track, clinical, research, or associated as delineated in Faculty Rule [3335-5-36](#).

All tenure-track, clinical, research and associated faculty members with a 50 percent or more appointment in the college or for whom Pharmacy is the tenure-initiating unit shall have a full vote at faculty meetings and in faculty elections. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters but may have such other privileges as individual academic units or the office of human resources may provide.

Tenure-track, or clinical, faculty may be nominated and may serve if elected on the University Senate as a representative of the college.<sup>1</sup>

Voting on issues involving the graduate program shall be restricted to members of the graduate faculty of the college.

Graduate Faculty Appointments: Graduate faculty nominations are forwarded by the graduate specialization of the college graduate program to the Graduate Research Committee of the college. Category M graduate faculty members approved by the Graduate Research Committee are appointed following notification of the Graduate School. Category P graduate faculty are reviewed by the Graduate Research Committee, and approved nominations are submitted to the Graduate School with certification that those nominated meet the requirements. The Graduate School reviews and makes decisions about all nominations to Category P.

The college has established guidelines relating to the faculty duties and responsibilities (Appendix I).

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<sup>1</sup> Passed by a vote of the faculty on February 2, 2007.

## Overview of Department Administration and Decision Making

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

## College Administration

### The Dean

The Dean of the College of Pharmacy will have the following duties:

1. The dean will have general administrative responsibility for the programs of the College of Pharmacy. The dean will represent the faculty of the college in dealing with the university administration. The dean will carry out the following functions as required in Faculty Rule [3335-3-29](#). The remaining functions set forth in that rule are delegated to members of the Executive Committee at the discretion of the dean although the dean is ultimately responsible for their decisions.
2. The dean of the college will consult with the faculty as a whole on appropriate policy matters. Such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole. Majority faculty rule shall be observed on matters covered by this Pattern of Administration. Whenever majority faculty vote is not followed, the dean shall explain the reasons for the departure from this policy to enhance communication and to facilitate understanding within the college. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the decision of the majority of the faculty and the decision of the dean and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for faculty to comment.
3. In matters of initiation, review, and selection for new appointments to the faculty, the dean shall consult with the chair and faculty of the division(s) concerned. In matters of evaluation of faculty for promotions in rank, granting of tenure, and compensation, dismissal or non-renewal of contracts the dean shall consult with the chair of the division concerned. The most recent approved version of "[Appointments, Promotion and Tenure: Guidelines, Criteria, and Procedures for the College of Pharmacy](#)" (APT) provides procedures and guidelines for such reviews.

4. The dean has the ultimate responsibility for the college budget and will prepare annual budget recommendations in consultation with the Executive Committee. The dean will also present an annual "State of the College" address to the faculty as a whole, including a review of budgetary issues.

### **Other Administrators**

The dean shall appoint associate, assistant deans and directors in consultation with the Executive Committee and the faculty, to accomplish the goals of the college. Current position descriptions are kept on file in the College Office of Human Resources. Reappointment to these positions will be at the discretion of the dean based on regular evaluative input from the executive committee and faculty.

### **Division Chairs**

1. The College of Pharmacy shall be composed of three academic divisions as follows: Medicinal Chemistry and Pharmacognosy, Pharmaceutics and Pharmacology, and Pharmacy Practice and Science
2. Chairs of divisions shall be selected and appointed by the dean, who will consult with the faculty of the division.
3. Chairs of the divisions will have academic responsibility for instruction, research, and service in their respective units; will have general administrative responsibility for their programs; will be responsible for evaluation of these programs and division personnel (see Appendix I); will serve as liaison between the dean and the divisions; and will serve as members of the Executive Committee of the college. Each chair shall maintain records of all actions covered by the Pattern of Administration.
4. Each chair of a division shall be appointed for a term of four years and shall be eligible for reappointment.
5. Chairs of divisions shall have fiscal responsibility. Their responsibility will be limited by the budget provided by the college.
6. Division chairs will consult with the division faculty as a whole on all appropriate policy matters. Such consideration will, whenever practicable, be undertaken at a meeting of the division faculty as a whole.
7. Meetings of the entire division faculty should be held once a month during the academic year to consider matters of interest and importance to the divisions including information from the Executive Committee. The division chair shall provide a schedule of all division faculty meetings to all division faculty members before the start of each semester or at the beginning of each academic year. Meeting minutes will be kept and distributed to the faculty of the division.
8. The chair of each division, in consultation with the appropriate faculty members from the division and the dean, shall review annually, after the first year of service, the performance of each faculty member in the division, including both quantitative and qualitative aspects of performance. The chair shall discuss the

results of this review with the faculty member, including suggestions for improvement in performance. The faculty member will have an opportunity to submit written comments on the annual review for inclusion in the personnel file. The chair shall make a careful record of the review and discussion, including the faculty member's response, furnish the faculty member with a copy of the report, and provide the dean with a copy to be filed in the personnel record of the faculty member in the college. The dean shall afford any faculty member the opportunity to discuss an unfavorable report. The dean shall also consult annually with the chair of each division concerning the progress and performance of all faculty members of the division. At the time of the annual review, the chair shall notify the faculty member of the right to review his or her primary personnel file and to insert written comment on any material in the file. Annual review procedures are discussed in detail in the [APT](#) document.

### **Committees**

The dean is an ex-officio member of all college committees, non-voting on the Committee of the Eligible Faculty and the Appointments, Promotion and Tenure Committee (both defined in the [APT](#) Document).

The mission, scope, and jurisdiction of standing committees in the College of Pharmacy is presented in the most recent approved version of Appendix II.

### **Faculty meetings**

The dean shall provide a schedule of faculty meetings to all faculty members before the start of each semester or at the beginning of each academic year. The college faculty shall generally meet upon call of the dean and will meet at least once each semester during the academic year. The dean will solicit from the faculty items to be considered for the agenda. Any matters concerning college policy which, in the opinion of the dean or the Executive Committee, should be considered or acted upon by the faculty of the college, shall be brought to a faculty meeting. A quorum will consist of the majority of voting faculty members in the college. This number will be determined annually based on the voting faculty roster. When a vote is taken, approval requires a majority of the faculty eligible to vote. Minutes for faculty meetings will be distributed to the faculty and retained on file.

### **Faculty Teaching Commitment and Distribution of Faculty Duties and Responsibilities**

All members of the faculty are expected to contribute to the instructional, scholarly, and service missions of the college. However, the time devoted to these activities will necessarily vary among faculty members and a single formula applicable for

all faculty would be undesirable. The college guidelines on faculty duties and responsibilities are presented in the most recent approved version of Appendix I.

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines that appear in Appendix I 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 [OAA Policy on Faculty Conflict of Commitment](#).

### **Special Assignments**

Information on special research assignments is presented in the Office of Academic Affairs Policies and Procedures Handbook, <https://oaa.osu.edu/policies-and-procedures-handbook>.

Approval of a special research assignment proposal will be based on the quality of the proposal and its potential benefit to the faculty member and to the college, as well as the ability of the division or college to accommodate the leave at the time requested. The division chair's recommendation regarding a special research assignment proposal will be submitted to the dean for approval at least three months prior to the start of the proposed leave.

### **Parental Modification of Duties**

The College of Pharmacy 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 a parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption.

The faculty member requesting the modification of duties for childbirth/adoption and 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.

### **Course Offerings and Teaching Schedule**

Deans are expected generally to manage their unit's course offerings and individual faculty teaching schedules and are ultimately responsible for ensuring that courses needed by students are being offered, that class availability is distributed across the day and week, and that minimum class sizes are maintained as required by Faculty Rule [3335-8-16](#).

## **Faculty Leaves and Absences**

The university's policies and procedures regarding leaves and absences are described in the Office of Academic Affairs Policies and Procedures Handbook <https://oaa.osu.edu/policies-and-procedures-handbook> and Office of Human Resources Policies and Forms website <https://hr.osu.edu/policies-forms>. The information provided below supplements these policies.

### **1. Discretionary Absence**

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

### **2. Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete an e-Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). For additional details, see HR (Office of Human Resources) [Policy 6.27](#).

### **3. Unpaid Leaves of Absence**

The University's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45, <https://hr.osu.edu/wp-content/uploads/policy645.pdf>.

### **4. Faculty Professional Leave**

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#). The faculty member seeking an FPL will complete the Application for Faculty Professional Leave FPL request form (Form 202; [\*College of Pharmacy Pattern of Administration / page 10\*](https://oaa.osu.edu/policies-and-procedures-</a></p></div><div data-bbox=)

[handbook](#)) and submit a cover letter, completed form, and other documentation to the division chair.

Approval of an FPL proposal will be based on the quality of the proposal and its potential benefit to the faculty member and to the college, as well as the ability of the division or college to accommodate the leave at the time requested. The chair's recommendation regarding an FPL proposal will be submitted to the dean for approval at least three months prior to the start of the proposed leave. An FPL leave is reviewed and approved by the Executive Committee, approved by the dean, and submitted to OAA for final approval.

The general university rules and guidelines on the following topics can be found at the Ohio State University website links listed below. These links can also be found at the college website.

### **Academic Rights and Responsibilities**

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

### **Policy on Faculty Supplemental Compensation and Policy on Paid External Consulting Activity**

Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the University's [Policy on Faculty Paid External Consulting](#). 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 supplemental 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 Faculty Paid External Consulting 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 or her, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's chair and 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 division or 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.

### **Policy on Financial Conflicts of Interest**

Information on faculty financial conflicts of interest is presented in the university's [Policy on Faculty Financial Conflict of Interest](#). 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 VI above.

### **Grievance Procedures**

Individuals in the college with grievances should discuss them with the chair and/or dean, who will review the matter as appropriate and seek resolution. Further reviews or appeals may be referred to the College Investigation Committee. Procedures for review of specific types of complaints and grievances are described at the following websites:

Salary grievances, faculty (<https://oaa.osu.edu/policies-and-procedures-handbook>)

Salary grievances, staff (<https://hr.osu.edu/services/elr/>)

OHR Policy 1.10, Nondiscrimination policy (<https://hr.osu.edu/wp-content/uploads/policy110.pdf>)

OHR Policy 1.15, Sexual misconduct policy (<https://hr.osu.edu/wp-content/uploads/policy115.pdf>)

Anonymous reporting line

([https://secure.ethicspoint.com/domain/en/report\\_custom.asp?clientid=7689](https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=7689) )

Hearing procedures for complaints against faculty, Faculty Rule 3335-5-04 (<https://trustees.osu.edu/university-faculty-rules/3335-5>)

## **Faculty Promotion and Tenure Appeals**

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <https://trustees.osu.edu/university-faculty-rules/3335-5>.

## **Student Complaints**

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

The student complaint policy is posted on the college website (<https://pharmacy.osu.edu/sites/default/files/Student%20Complaints%20Related%20to%20ACPE%20Standards.pdf>).

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct in the undergraduate and graduate student populations must be brought to the attention of the Committee on Academic Misconduct (see <http://oaa.osu.edu/coam.html> and evidence of academic or professional misconduct in the professional (PharmD) student population must follow the Honor System for Doctor of Pharmacy Students (see: [https://pharmacy.osu.edu/sites/default/files/HonorSystem1617\\_0.pdf](https://pharmacy.osu.edu/sites/default/files/HonorSystem1617_0.pdf)

## **Student Conduct**

Code of Student Conduct

<https://studentconduct.osu.edu/>

Honor System for Doctor of Pharmacy Students

[https://pharmacy.osu.edu/sites/default/files/HonorSystem1617\\_0.pdf](https://pharmacy.osu.edu/sites/default/files/HonorSystem1617_0.pdf)

**APPENDIX I**

**GUIDELINES FOR FACULTY DUTIES AND  
RESPONSIBILITIES**

**Contents: Appendix I**

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## APPENDIX I

### Guidelines for Faculty Duties and Responsibilities

The faculty of the college is comprised of tenure-track faculty, clinical faculty, research faculty, associated faculty (and emeritus faculty as defined in [University Faculty Rule 3335-5-19](#)).

The University Faculty Rules define faculty duties and responsibilities in section [3335-5-07](#) as follows:

*Faculty members who are on duty are accountable for meeting the formal and informal obligations associated with research, service, and/or teaching or clinical practice. Duties and responsibilities are assigned annually in accordance with the workload guidelines laid out in the pattern of administration of each faculty member's tenure initiation unit and, as appropriate, regional campus.*

*Full-time faculty members are expected to be on duty for an average of nineteen working days a month, with working days defined as weekdays that are not designated as university holidays. Faculty members on nine-month appointments are commonly on duty for nineteen working days a month averaged over a nine-month period. The most common pattern for a nine-month on-duty period under semesters includes the autumn and spring semesters and the May session.*

*Breaks within a given semester, summer term, or session, as well as any days between the end of the exam period and the beginning of the next semester or session, will be considered off-duty days. Faculty on twelve-month appointments are on duty on all working days except for the days they accrue and designate as vacation days. Terms of duty for full-time associated faculty on nine- or twelve-month appointments should parallel the terms for nine- and twelve-month tenure-track faculty unless otherwise specified in their annual letter of appointment; terms for shorter-term associated faculty are specified in their annual letter of appointment.*

The College of Pharmacy is a nationally-recognized, research-intensive professional college with educational programs at the undergraduate, graduate, and postgraduate scientific and professional levels of instruction. Its faculty is composed of individuals with diverse roles and responsibilities. Collectively, the faculty meet the instruction, scholarly, and service missions of the college and all members of the faculty are expected to contribute to the missions of the college. It is neither expected nor considered desirable for all faculty members to make equivalent contributions to each of these missions. Thus the time devoted to instructional, scholarly, and service activities will necessarily vary among faculty members.

It is assumed, however, that the total assigned duties and responsibilities among all members of the faculty will be equitably distributed. The contributions of each faculty member to the mission of the college will be evaluated annually as part of the annual

review process. Faculty members who make exemplary contributions to the mission of the college may be eligible to have commensurate adjustments made to their assignments or to participate in an incentive plan that recognizes outstanding performance.

## **Instructional Activities**

Instruction may consist of formal lectures, workshops or recitations, discussion and quiz sections, laboratory exercises, seminars, or instruction in the practice setting.

These activities include but are not limited to:

- formal instruction of undergraduate, graduate, and professional doctoral students
- small group discussions and recitations to upper level students
- one-on-one interactions outside the classroom, often on a daily basis for extended periods, mentoring graduate, professional doctoral, postdoctoral, and undergraduate students on research problems or professional students in experiential settings
- postgraduate professional and scientific continuing education
- curricular and programmatic or course planning, revision, and implementation
- development, application and validations of approaches for assessment of teaching and learning

## **Scholarly Activities**

These activities include, but are not limited to:

- designing, conducting, and analyzing the results of scientific, clinical, and professional experimentation
- preparing proposals seeking extramural funding and obtaining extramural funding to conduct research
- seeking intellectual property protections and intellectual property development through disclosing inventions, obtaining patents, seeking and receiving licensing or co-development agreements or participating in other commercial activities resulting from their work as a faculty member
- publishing books, original research articles, and reviews in peer-reviewed journals and other scholarly forums
- presenting research papers and invited lectures at national and international scientific and professional meetings
- other forms of research and scholarship

## **Service Activities**

These activities include, but are not limited to:

- working in an advisory capacity with student organizations, and recruiting prospective students
- attend and participate in faculty meetings, recruitment activities, and other college events
- serving on committees within the college and university; performing administrative duties within the university
- outreach and engagement activities such as serving on the committees and governing bodies of local, national, and international professional and scientific organizations and governmental agencies; serving and consulting for industrial organizations and community groups; serving as an external reviewer, e.g., of grant applications, manuscripts submitted for publication, faculty promotions
- Service activities are to be evaluated during the annual review process on the basis of the nature of the workload of the committee or group served and the leadership contribution of the faculty member.

## **Direct and Indirect Patient Care Activities**

These activities include, but are not limited to:

- establishing a pharmacy practice for patients or establishing other activities that contribute to the advancement of the profession of pharmacy
- establishing an educational site or program that trains and contributes to the development of current and future practitioners
- designing, implementing, monitoring, evaluating, and modifying or recommending modifications in drug therapy to ensure effective, safe, and economical patient care
- identifying, assessing, and solving medication-related problems, and providing a clinical judgment as to the continuing effectiveness of individualized therapeutic plans and intended therapeutic outcomes;
- communicating with health care professionals and patients regarding rational drug therapy, wellness, and health promotion
- evaluating and documenting interventions and patient health outcomes
- managing and enhancing pharmacy services patient care activities

- Supporting the college's teaching, outreach and engagement missions, and/or engaging in practice based or educational research.

## **Distribution of Effort**

The faculty collectively contribute to the missions of teaching, research/scholarship, service, and patient care. The primary focus of activities is in teaching and scholarship for tenure track faculty, teaching and patient care for clinical faculty, scholarship for research faculty, and teaching, patient care and/or administration for associated faculty. A variety of factors will be considered to determine the distribution of effort for individual faculty; these include area of expertise, external funding, service activities, and needs of the college. Any faculty member may be eligible to participate in an incentive plan, based on available funds. Any faculty member with a direct salary appointment on sponsored projects may be eligible for commensurate adjustments in instructional and/or service activities or other professional activities.

## **Tenure-track Faculty**

Tenure-track faculty members contribute to the college's mission through teaching, scholarship and service (including clinical service as appropriate). A typical distribution of effort would be 50 percent research and scholarly activity; 30 percent teaching and 20 percent service. The distribution of effort is subject to review and adjustment based on productivity and college needs. All tenure-track faculty are expected to be engaged in scholarship, with resulting peer-reviewed publications or other scholarly output.

Tenure-track faculty members are expected to attract extramural funding to support their time and effort conducting research; direct salary appointments on sponsored projects should accurately reflect the time spent on the project. Tenure-track faculty members are expected to disclose any inventions to the university participate in seeking intellectual property protections and participate in other commercial activities resulting from their research.

Tenure-track faculty members are expected to contribute to the instructional mission through individual or group instructional activities. Teaching assignments are reviewed annually by the division chair and may be adjusted based on productivity.

Tenure-track faculty members are expected to be engaged in service and outreach to the college, university, profession and/or community. Typically, this includes service through active participation on at least one college committee. Service to professional organizations outside the university is also recognized as a component of the faculty member's service; exceptional service commitments may result in commensurate adjustments in other assigned activities.

## **Clinical Faculty**

Clinical faculty members contribute to the college's mission through teaching, scholarship, direct or indirect patient care activities, and service. A typical distribution of effort would be 20 percent research and scholarly activity; 30 percent teaching, 40 percent direct or indirect patient care activities and 10 percent service. The distribution of effort is subject to review and adjustment based on productivity and college needs.

Clinical faculty members are expected to contribute to the instructional mission through active involvement in course design and/or teaching and learning activities, precepting experiential students and trainees as appropriate, serving on graduate committees as appropriate, and by bringing practice experience into the curriculum. Teaching assignments are reviewed annually and may be adjusted based on productivity.

Clinical faculty members are expected to develop and/or contribute to sustainable, innovative, cutting edge practices or other activities that contribute to the advancement of the profession of pharmacy, facilitate the delivery of broad-reaching educational training programs, provide novel experiential training sites, support the college's teaching, outreach and engagement missions, and/or engage in practice based or educational research.

Clinical faculty members are expected to be engaged in scholarship, with resulting peer-reviewed publications or other scholarly output. Research focus may include but is not limited to practice-based research, the scholarship of teaching learning and assessment, and/or outreach and engagement research.

Clinical faculty members are expected to be engaged in service and outreach to the college, university, profession and/or community. Typically, this includes service through active participation on at least one college committee. Service to professional organizations outside the university is also a component of the faculty member's service.

## **Research Faculty**

Research faculty members primarily contribute to the college's research mission by conducting research, securing external research funding and regular publication in peer-reviewed journals in their discipline. A typical distribution for research faculty is 100% research. Faculty members in the research track are expected to contribute to the scholarly mission of the college through collaborative research and by regularly attending and presenting at scientific conferences and meetings. Other indicators of scholarly activities include generating intellectual property, consultations, serving on scientific panels, and receiving recognition for research contributions.

Research faculty may have limited opportunities to participate in teaching and other activities related to their area of expertise.

Each research faculty member is expected to fully recover their salary through extramural funding as specified in their contract. Failure to attract and sustain funding support will affect the renewal of the appointment.

### **Associated Faculty**

Associated faculty appointments exist for faculty members who focus on a specific and well-defined aspect of the college mission. This primarily includes alone or in combination: teaching, service and outreach and engagement. Associated faculty are also expected to contribute to service activities of the college. Furthermore, demonstration of excellence as supported by data (i.e. teaching evaluations or patient satisfaction data) are expected and required for contract renewal. A typical distribution of effort would be 60 – 80 percent instruction and 20 – 40 percent service (including clinical service as appropriate). The distribution of effort is subject to review and adjustment based on annual review and college needs.

Associated faculty may be involved in scholarly pursuits, but this is not typically a requirement of the contract.

Faculty members with tenure-track titles and appointments <50 percent FTE will have reduced expectations based on their appointment level and will be considered Associated Track Faculty.

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 standard teaching assignment for full-time lecturers is eight courses per academic year depending on other duties as assigned as outlined in College of pharmacy – Lecturer Pay Rates and Workload Guidelines for Semesters (Posted on Carmen College Documents site).<sup>2</sup> This full-time load may be adjusted in the cases where the lecturer is given additional, non-teaching responsibilities e.g. scholarship, new course development, student advising/organizations, major committees. This load may also be adjusted in cases where the lecturer is involved in significant teaching in courses with laboratory, recitation or workshop sessions.

### **Emeritus Faculty**

Full-time tenure-track, clinical/teaching/practice, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service.

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<sup>2</sup> Approved by Executive Committee June 14, 2013

The request for emeritus status is made to the dean. The executive vice president and provost must approve requests for emeritus status for faculty who do not otherwise meet the qualifications in [3335-5-36](#). Emeritus status is recommended by the dean, and the executive vice president and provost, and approved by the board of trustees.

Emeritus faculty, in keeping with the honorific nature of the title, are not expected to perform faculty duties (under rule [3335-5-07](#)), nor do they retain the specific powers of the faculty (under rule [3335-5-14](#)). Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters but may have such other privileges as individual academic units or the university may provide.

If emeritus status is requested but denied by the dean, the decision can be appealed in writing to the dean or executive vice president and provost for units for which the dean is the TIU head. If the request for emeritus status or an appeal is denied by the dean, the decision can be appealed in writing to the executive vice president and provost, who shall make the final decision. Every effort shall be made by the dean and executive vice president and provost to conclude all decisions on appeals within 60 days.

In lieu of the process described in rule [3335-5-04](#), the president, subject to the approval of the board of trustees, shall have the authority to revoke emeritus status if an emeritus faculty member at any time engages in serious dishonorable conduct in violation of law, rule, or policy and/or causes harm to the university's reputation.

## **APPENDIX II**

### **MISSION, SCOPE AND JURISDICTION OF STANDING COMMITTEES IN THE COLLEGE OF PHARMACY**

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## APPENDIX II

### Mission, Scope and Jurisdiction of Standing Committees In the College of Pharmacy

This document outlines expectations of all standing committees including operating procedures.

*Operating Procedures.* Unless otherwise stated below, non-administrative faculty members and committee chairs are appointed annually by the dean for one-year terms with input from division chairs and the executive committee. All student members of committees are voting members, however student members do not participate in or vote on individual student-related issues. Unless otherwise stated, administrators serving in an *ex-officio* capacity (e.g. assistant/associate deans) will serve in advisory roles to the committee and will not cast votes. In general, all committees may add additional non-voting members, as needed, to efficiently achieve the committee goals.

*Annual Report.* All committees must produce an annual report, which serves as a summary of the committee's activities and will include any recommendations for future changes to the committee's functions. Reports will be due to the dean by June 15 of each year. This will enable review and integration of any committee recommendations into practice for the following year.

#### PharmD Admissions Committee

The mission of this committee is to select for admission to the PharmD program those applicants that exhibit the greatest probability of being successful pharmacy students and qualified health professionals in the delivery of health care to the public.

The composition of the committee includes appointed faculty members. *Ex-officio* non-voting members include the program director of professional studies, members of office of academic affairs, and pharmacy practitioners.

Specific objectives of the committee include the following:

1. Develops and proposes procedures and policies related to the admissions process.
2. Evaluates and selects applicants for admission.

#### PharmD Academic Integrity and Progression Committee

This committee will function to administer both the College's Honor System Policy and the Academic Progression Guidelines which apply to the PharmD program. This committee will consist of a faculty member from each of the divisions, one pharmacy practitioner preceptor, the Director of Experiential Education, the Associate Dean for

Academic Affairs, the Program Director of Professional Studies, and five students (the Vice President of Pharmacy Council and the Vice President of each PharmD class). It will be supported by staff from the Office of Academic Affairs.

#### **A. Honor System Administration**

The Vice President of Pharmacy Council will serve as Chair of the Honor Council. A Vice Chair will be elected from among the other students in the Honor Council by a majority vote of the Council members. The Associate Dean will serve as the coordinator of the Honor Council, but will not be eligible to vote on Honor Council matters unless it is to break a tie. Student terms of election to the Honor Council will begin on July 1<sup>st</sup> and end on June 30<sup>th</sup> of the subsequent calendar year. The Vice President of the first-year PharmD Class will be an exception; their term will begin upon election in Autumn Semester and end on June 30<sup>th</sup> of the subsequent calendar year. Faculty and the preceptor serve staggered, three-year terms. The terms of appointment to the Honor Council will begin on July 1<sup>st</sup> and end on June 30<sup>th</sup> three years later. Voting members of the College's Executive Committee will not be eligible for appointment to the Honor Council. The Dean of the College of Pharmacy will appoint a replacement if an existing member cannot complete his or her term of appointment. If this need to replace involves a student member of the committee, the Dean will consult pharmacy council. If the Dean of the College of Pharmacy determines that the Associate Dean is unable to fulfill their Honor System-related duties in a timely manner, the Dean shall appoint one of the faculty members of the Committee to assume those duties.

#### **B. Academic Progression Guidelines Administration**

All non-student members will serve as the Academic Review Committee. The committee handles cases of students in academic peril and meets as needed. The four faculty and one practitioner are the voting members. Recommendations, based upon the Academic Progression Guidelines, are made to the Executive Committee.

Specific functions of the committee are:

1. The committee is responsible for keeping the progression guidelines and honor system guidelines updated.
2. The committee administers both the Academic Progression Guidelines and the Honor System in accordance with these 2 policies.

#### **Awards Committee**

The function of this committee is to administer the selection processes for student, staff, faculty, and alumni awards, recognitions, and honors. This committee consists of faculty representation from each division, a pharmacy student appointed by the Pharmacy Council, the director of alumni affairs, a support staff member (non-voting *ex officio*). The

pharmacy student appointed by Pharmacy Council will not participate in deliberations involving confidential student materials. At least one emeritus faculty will be appointed as a non-voting member.

Specific functions of the committee include:

1. The committee processes proposals for new student, faculty or staff awards for approval by appropriate groups within the College of Pharmacy (e.g., Executive Committee or faculty).
2. The committee receives nominations and makes decisions on recipients of Alumni Awards for approval by the Alumni Governing Board.
3. The committee selects recipients of student awards according to established criteria.
4. The committee calls for nominations from faculty and staff for the Outstanding Staff Award and selects a recipient for approval by the dean/Executive Committee.
5. The committee administers selection procedures for teaching and outreach and engagement awards.
6. The committee facilitates and coordinates the process of nominating faculty for university and external awards. This will include development of a nomination packet for each nominee, wherever appropriate. This may also include recruitment of advisors and/or *ex-officio* members with knowledge, experiences and familiarity of award criteria and nominee credentials to facilitate development of the nomination packets for timely submission based on nomination deadlines.
7. The committee represents the college at the Alumni Awards Banquet and the awards-related events.

### **Appointments Promotion and Tenure (APT) Committee**

Details on the Promotion, and Tenure ([APT](#)) Committee are contained in the college's [APT](#) Document.

### **Undergraduate Studies Committee**

The Undergraduate Studies Committee comprises a faculty member from each division and Bachelor of Science in Pharmaceutical Sciences (BSPS) student(s) representing each program pathway (i.e., Healthcare Professions and Drug Discovery & Development Pathways) and Honors. If no BSPS Honors student can be identified to serve, the committee will have the option to call ad-hoc BSPS Honors students as appropriate to provide feedback on selected topics for discussion. The student members will not participate in discussion that involves confidential student matters. Ex-officio members will include the Assistant Dean of Undergraduate Studies, Program Director of

Undergraduate Studies, the College Registrar, a representative from the Office of Educational Innovation and Scholarship, and a support staff person.

The Undergraduate Studies Committee:

1. Facilitates and supports decision-making on the following:
  - a. program admissions standards
  - b. course sequences and curricula
  - c. academic advising
2. Oversees the college's undergraduate course offerings. This includes:
  - a. Initiating recommendations to the faculty and the Executive Committee concerning the BSPS and Pharmaceutical Sciences minor curricula.
  - b. Providing information and procedures essential for the establishment, enhancement, and deletion of courses.
  - c. Reviewing and making recommendations on proposals to establish, alter substantially, or eliminate courses or programs.
  - d. Reviewing BSPS program learning outcomes data and recommending course changes as necessary.
3. Serves as the academic review committee. The committee reviews students' academic progress and makes recommendations for dismissal.
4. Recommends students for awards.
5. Reviews applications for college scholarships and determines recipients.
6. Coordinates the BSPS Honors program, including:
  - a. Developing policies, procedures and guidelines for the Honors program.
  - b. Representing the college in functions related to the operations of the university Honors program.
  - c. Monitoring and approving projects intended to satisfy Honors Project requirements.
7. Monitors post-graduation student outcomes, including professional school and job placement data.

### **College Investigation Committee**

The College Investigation Committee consists of three tenured non-administrative faculty members, each from different divisions, who serve staggered three-year terms. The mission of this committee is to hear complaints referred to it by the dean concerning any tenure track, clinical, research, or associated faculty member. Salary disputes may be referred to the committee for review. The committee:

1. Meets with complainant(s) and respondent(s) in a particular case and reviews documentary evidence submitted by the parties.
2. May seek public or confidential evidence from additional relevant individuals.
3. Normally completes its investigation within 45 days and reports its findings to the dean.
4. Provides the dean recommendations for action and/or resolution.

## **Committee on Diversity and Inclusion**

The Committee on Diversity and Inclusion is comprised of associate and assistant deans, the director of undergraduate studies, director of student services, alumni, support staff for the academic programs, student representatives, and other members as invited by the chair of the committee.

The Committee responsibilities:

1. Advise the dean with regard to strategies to enhance diversity among students, faculty and staff.
2. Develop and implement effective programs to support the recruitment and retention of underrepresented students, faculty and staff.
3. Monitor the college's environment for diversity & inclusion.
4. Monitor student, faculty and staff demographics as a marker of programmatic effectiveness.
5. Participate in efforts (e.g., Distinguished Diversity Enhancement Awards) to recognize students, faculty, staff, and others who contribute to achieving the diversity & inclusion goals of the college.
6. Develop educational initiatives to promote inclusion within the College community.
7. Advise faculty by working with the curriculum committees of the college on the development of an inclusive curriculum to prepare students with awareness and skills to engage diverse populations.

## **Community Engagement Committee**

The function of the Community Engagement Committee is to guide community engagement efforts of the College of Pharmacy (COP). Community engagement is defined by The Carnegie Foundation as the collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The committee ensures community engagement activities are meaningful, sustainable, and appropriate to meet the needs of the College of Pharmacy with respect to its vision, mission, and strategic plan. The committee serves as a liaison group with The Ohio State University's Engagement efforts and consists of faculty, staff, and students involved in community engagement activities from practice and research areas. Members required include at least three faculty members who practice in a community-

based or community-engaged practice site, one faculty member who conducts pharmaceutical sciences research, one member of the experiential team, the director of continuing professional development (ex officio), the coordinator of global pharmacy initiatives (ex officio), the assistant dean for outreach and engagement (ex officio), at least one representative from the OSU Wexner Medical Center, one student representing the Bachelor of Science in Pharmaceutical Sciences program, two students representing the Doctor of Pharmacy program, and one student representing the Graduate program. Specifically, the College of Pharmacy charges the Community Engagement Committee to advise the dean, faculty, and students with respect to:

1. Guidelines governing COP community engagement experiences
2. Engagement activities to enhance and interface with teaching and learning, including dissemination of knowledge to professional and public entities and individuals
3. Recognition related to community engagement, including
  - a. Assisting the Awards Committee with nominations for COP, University, local, state, national, and international awards
  - b. Documenting engagement in promotion and tenure or faculty recognition processes
4. Fostering meaningful partnerships with internal and external collaborators

### **Executive Committee**

The Executive Committee shall be composed of the chairs of the divisions, the dean, the associate and assistant deans, the director of academic programs and administration, the chief administrative officer and college secretary. Other temporary representation may be added at the discretion of the committee. It shall generally meet on a monthly basis upon call of the dean or upon request of three of its members, for consultation on matters concerning college policy. The division chairs shall be the voting members of the committee. In cases where a split vote occurs among the chairs (two affirmative and two opposing votes), the dean shall vote to break the tie.

Division chairs shall represent the point of view of the faculty in their divisions in Executive Committee consultations. Minutes of regular meetings of the Executive Committee shall be distributed to the faculty of the college in a timely manner.

The Executive Committee:

1. Formulates, reviews, modifies, and implements college policy, referring such matters to college committee and/or to the college faculty for discussion, recommendation, and decision as necessary.
2. Brings before the college faculty any matter that needs the consideration or action of the college.
3. Certifies students who have fulfilled the requirements for professional and undergraduate degrees.

4. Provides consultation to the dean in matters of new appointments to the faculty of the college.

The remaining duties below will be carried out by a subcommittee of the Executive Committee consisting of the four voting members plus the Dean. The Program Director of Professional Studies and the Associate Dean for Academic Affairs will serve Ex Officio.

5. Receives and acts upon student petitions relative to courses of study and reinstatement.
6. Reviews student academic performance and progress at the end of each semester and takes action in cases of deficiencies.

### **Graduate Studies Committee**

The Graduate Studies Committee is comprised of the associate dean for graduate studies and research, at least one member from each graduate specialization, and a pharmaceutical sciences graduate student representative. The chair of the Graduate Studies Committee is elected by the committee members at the first meeting of each academic year and serves as the chair of the Graduate Studies Committee for the Pharmaceutical Sciences graduate program. The responsibilities of this committee are:

1. Graduate Program: the Graduate Studies Committee serves as the curriculum committee for the graduate program, hears student petitions, and performs all specific functions related to the operations of the graduate program as outlined by the Graduate School and the Graduate Handbook of the College of Pharmacy. The committee is responsible for oversight and maintenance of the College's Graduate Handbook. Any significant changes to the College's Graduate Handbook will be forwarded to the graduate faculty of the college for approval.
2. Administers summer undergraduate research fellowship programs

### **PharmD Curriculum Leadership Committee**

The function of this committee is to lead decision making for the operations of the PharmD program. The committee consists of one faculty member from each of the following course sequences: Transitions, Foundations in Pharmacy Administration, Concepts in Patient Care, Principles of Drug Action, Experiential, Integrated Patient Care Lab, Interprofessional Education, and two faculty from Integrated Pharmacotherapy (one from a science division and one from the Pharmacy Practice and Science), an OSU affiliated preceptor and an elected student from each PharmD class. Ex-officio members include the Associate Dean for Academic Affairs, Associate Dean for Assessment and Strategic Initiatives, a representative from the instructional design team, and a support staff person.

The committee:

1. Evaluates the depth, breadth, and consistency of content delivery in the PharmD curriculum.
2. Directs vertical and horizontal integration across the curriculum.
3. Communicates proceedings and recommendations to course sequence teams.
4. Addresses any other issues related to the operation of the PharmD program.
5. Makes recommendations to faculty and the Executive Committee for substantive changes to the curriculum.

### **PharmD Program Committee**

This committee consists of at least one faculty member from each division, one appointed PharmD student and an Ohio State University-affiliated preceptor, *Ex-officio* members include the director of professional experience programs, associate dean for assessment and strategic initiatives, associate dean for academic affairs, the director of student affairs, and a support staff person.

The committee:

1. Reviews the effectiveness of the PharmD program, which includes monitoring:
  - a. The didactic and experiential programs
  - b. Outcome assessments of the PharmD program
2. Reviews the PharmD curriculum. This includes:
  - a. Initiating recommendations to the Executive Committee and the faculty concerning the PharmD curriculum of the college, including degrees offered.
  - b. Providing curricular oversight for PharmD curricular matters including establishing, substantially altering or eliminating courses, and overseeing the strategic integration of curricular themes or threads and making recommendations to the Executive Committee and the faculty.
  - c. Reviewing and making recommendations to faculty and Executive Committee on proposals to establish, alter substantially, or eliminate courses.

### **Educational Technology Committee**

The function of the Educational Technology Committee is to ensure the existing educational technology is adequate and appropriate to meet the needs of the College of Pharmacy with respect to its education mission. The committee is comprised of: a faculty member from each division and academic program, the director of information technology, assistant director of finance, an instructional designer, one staff member, one undergraduate, one professional and one graduate student.

Specifically, the Educational Technology Committee advises the dean and members of the college community with respect to:

1. The use of technology to enhance education, effectiveness and productivity in the College of Pharmacy (including the evaluation of educational technology tools to meet the needs of the college).
2. Procedures governing the shared use of educational technology.
3. Expenditures related to educational technology resource needs.
4. Assist the Office of Educational Innovation and Scholarship with professional development workshops involving educational technology.
5. Conduct and analyze educational technology usage/needs assessment.

### **Research Program Committee**

The Research Program Committee works to enhance research, research infrastructure and research direction in the college.

The voting members of the RPC will comprise when possible two non-administrative faculty members, one junior (Assistant Professor level) and one senior member (Associate Professor or Professor level), from each Division. The chair of the committee would be one of the voting senior faculty members. Appointments will be for rotating 3 year terms (one-third appointed annually) with only one division member changing each year. Ex-officio (non-voting) members include the (Senior) Associate Dean for Research, Director of Instrumentation, graduate student representative, and a post-doctoral researcher representative. Administrative support to the committee will be provided by the office of the (Senior) Associate Dean for Research.

The RPC advises the Executive Committee and members of the faculty by:

1. Reviewing research trends and make recommendations to support the college research mission
2. Facilitate development of programmatic, research-focused grant proposals, including graduate student training programs.
3. Provide input for obtaining and managing college research resources.
4. Solicit and provide nominations for College of Pharmacy Faculty for National, University-wide, and College level research and scholarly awards (e.g. AAAS, AAPS).
5. Evaluate applications for College of Pharmacy supported research grants.
6. Facilitate the development of faculty seminars within the College of Pharmacy and at OSU.
7. Provide guidance on a College-wide program for post-PhD trainee development (e.g. postdoctoral seminars, etc.).
8. Solicit and make recommendations for Distinguished Lecturers.

9. Direct the annual College Research Day program.
10. Suggest strategies and feedback for College communications regarding research.
11. Provide input on faculty research productivity metrics.
12. Provide input on other College of Pharmacy research-related matters as they arise.

## **APPENDIX III**

# **GUIDELINES FOR THE ESTABLISHMENT AND REVIEW OF COLLEGE CENTERS AND INSTITUTES**

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## **APPENDIX III**

### **Guidelines for the Establishment and Review of College Centers and Institutes**

The Rules of the University Faculty define university and college academic centers and institutes and provide rules for their establishment, reporting, and oversight ([3335-3-36](#) Centers and Institutes). These rules constitute the framework for related procedures for the establishment and review of centers and institutes within the College of Pharmacy.

#### **Establishment of Centers and Institutes in the College of Pharmacy**

College centers and institutes will have some mix, with variable emphases, of research/scholarship, instruction, service, clinical, or outreach missions; and should draw upon faculty from more than one division.

Faculty members wishing to establish a college center should first consult with their division chairs. With their division chairs' support, the faculty members should submit a proposal to the dean addressing the following:

##### **Mission**

Explain the mission of the center and how it is aligned with the college's strategic plan, including:

- a. The missions of the college (research, teaching, service, patient care or outreach) most relevant to the center.
- b. The interdisciplinary nature of the center.
- c. The goals of the center that cannot be met within existing academic units.

##### **Faculty**

Describe the level of faculty interest and commitment to the center, including:

- a. The criteria for selecting the center's faculty membership
- b. A list of faculty expressing interest in associating with the center and accompanying documentation that their chairs/directors support such involvement.
- c. The extent to which staff and students will be involved and supported.

##### **Administration**

Describe the administrative structure and responsibilities of the director and oversight committee, including:

- a. The name of the director or interim director of the center.
- b. The proposed responsibilities of the director.

- c. The function(s) and composition of the oversight committee. Center oversight committees may include faculty and professional staff members from the College of Pharmacy but must have at least a two-thirds majority faculty membership.
- d. The main components of a pattern of administration for the center (to be formally completed and approved by the dean within a year of center establishment).

### **Budget/Funding**

Specify budget and funding sources for the center, including:

- a. The expected budget for the first year of operation.
- b. Funding sources and one-time and recurring costs.
- c. Existing or new equipment, space and facilities needed to establish the center.
- d. The sustainability of the center, including possibilities for external funding and details of related funding proposal submissions.

### **Evaluative Criteria and Benchmarks**

Propose and define specific criteria and benchmarks against which the center will be measured.

### **Supporting Materials**

Solicit and include letters of support from relevant division chairs and directors within the college, interested parties outside the college, and entities with similar emphases at other universities.

A college academic center shall be administered by a director who shall 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.

### **Review of College Centers and Institutes in the College of Pharmacy**

College centers and institutes will be reviewed two years after initial establishment and at four-year intervals thereafter. The College Executive Committee will conduct the review using the following information (to be provided by the center director).

#### **Mission**

- a. Original mission statement.
- b. Proposal establishing the center.
- c. Annual reports.

- d. Description or list of all center activities, events, and initiatives that have contributed to fulfilling the mission and objectives of the center. If current activities differ from those originally envisaged or articulated in the mission statement, explain this evolution.

### **Faculty and Student Involvement and Contribution**

- a. List of current faculty and graduate student affiliates or associates.
- b. List of past faculty and graduate student affiliates or associates.
- c. List of all faculty publications, lectures, grants, or other activities related to their work with the center, focusing on those that contribute most centrally to the mission of the center.
- d. List of all student publications, lectures, grants, or other activities related to their work with the center.

### **Administrative Structure and Responsibilities**

- a. Description of administrative structure.
  - i. Responsibilities and activities of all administrative staff, indicating their contributions to the mission of the center and its objectives.
  - ii. Indicate the contributions made by the oversight committee to the mission of the center and its objectives.
- b. Pattern of Administration.

### **Budget**

- a. Current budget.
- b. Projected budget for next four years.
- c. Past budgets since last review.
- d. Description of the budgetary context for the center, outlining specific information regarding those expenses charged to the university's general funds. Externally generated funds produced by the center should be itemized and linked to the functions and services articulated in the mission statement.

### **Evaluative Criteria and Benchmarks**

- a. List of evaluative criteria and benchmarks articulated in the original center proposal, identifying and describing the degree to which the center has met (or failed to meet) its stated evaluative criteria and benchmarks.
- b. Identify and justify any new evaluative measures and describe the degree to which the center has met these criteria or benchmarks.
- c. Provide any specific narrative information or data as appropriate, and attach as appendices any documentation (letters of

recommendation, awards, news releases) that demonstrate how the center has met its criteria or benchmarks.

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