

Pattern of Administration

COLLEGE OF SOCIAL WORK  
THE OHIO STATE UNIVERSITY

Revised and Approved by Faculty of the College

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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 is 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 faculty of the College and 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 Rule 3335-5- 01 (<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>) 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, and students whose central objectives are teaching and learning, research, and community engagement. Faculty and students share responsibility for the ongoing administration of the College through active participation in the decision-making processes of 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.

Both students staff, and faculty 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.

## I. COLLEGE OF SOCIAL WORK MISSION

The College of Social Work, through excellence in teaching, research, and service, prepares leaders 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.

## II. THE FACULTY

### Definition of Faculty

Faculty Rule 3335-5-19 (<https://trustees.osu.edu/index.php?q=rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of the College of Social Work include tenure-track faculty with compensated FTEs of at least 50% in the College, emeritus, and associated faculty. (See APT document *Committee of the Eligible Faculty Defined*, Section III-A)

Associated and emeritus faculty may be invited to serve on curricular committees and provide input and advice in matters of curricular and program design and implementation. When elected or appointed to such a committee, associated and emeritus faculty shall be eligible to cast a vote when that method is employed to make committee decisions. However, associated and emeritus faculty may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any governance matter.

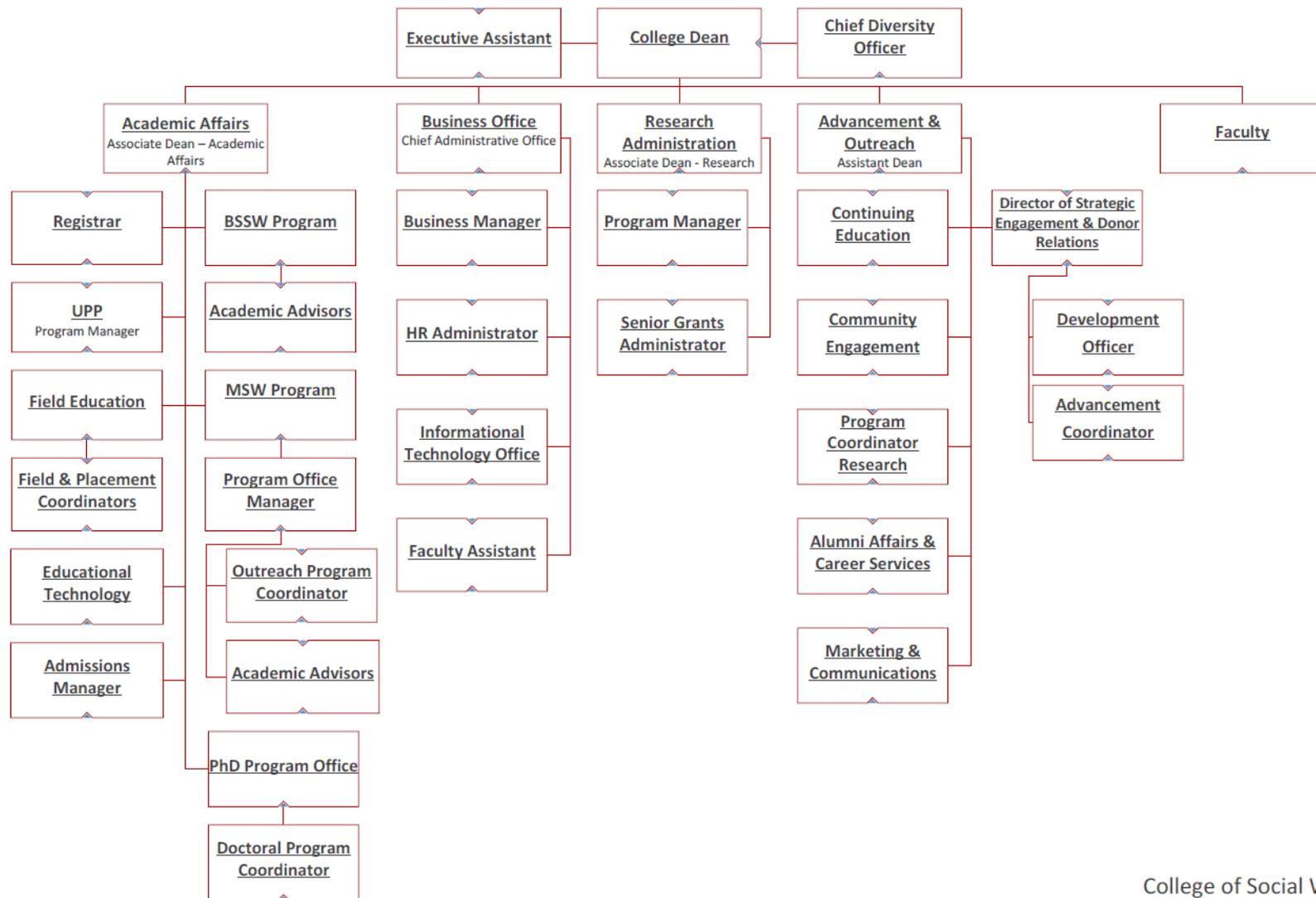
Further information about the appointment criteria and procedures for the various types of faculty appointments made in the College of Social Work is provided in the College's Appointments, Promotion and Tenure Document available at [https://oaa.osu.edu/sites/default/files/uploads/governance-documents/college-of-social-work/SocialWork\\_APT\\_2017-01-15.pdf](https://oaa.osu.edu/sites/default/files/uploads/governance-documents/college-of-social-work/SocialWork_APT_2017-01-15.pdf).

## III. ORGANIZATION OF COLLEGE SERVICES & STAFF

To carry out the mission of the College of Social Work, the College is organized and governed by principles, which are 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, 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 and faculty 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. The Organizational Chart reflects the present structure of administrative units within the College.

#### IV. ORGANIZATIONAL CHART



## V. OVERVIEW OF COLLEGE ADMINISTRATION & 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 and Associate Deans. 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.

## VI. COLLEGE ADMINISTRATION

### Dean

The Dean shall be the chief executive and administrative 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. Functions of the office are specified in the Rules of the University Faculty, 3335-3 (<https://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html>) and included in this document. The Dean is an *ex-officio* member of all College committees, non- voting on the Committee of the Eligible Faculty.

### Pattern of College Administration

In keeping with the pattern of College administration as recommended by the Faculty Council of the University following Rule 3335-3-35 (<https://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html>), the College adopts the following modified statement.

- a) Consultation with the Dean on all matters concerning College policy is desirable and consonant with the purposes of this governance document.
- b) Consultation in this connection means conference, discussion, and exchange of opinion with relevant programs, committees and faculty of the College.
- c) 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.
- d) Consultation, regardless of the issue or person consulted, should acquaint the Dean with opinion other than his/her own. This opinion should be carefully weighed and the weight of majority opinion should inform the Dean's decision in all but exceptional cases.

e) In the event the Dean feels it necessary to depart from the majority opinion, he/she should so inform the faculty when they are present together in a meeting. He/she should give reasons and invite comments.

f) 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 Provost will make the designation.

#### Associate Dean for Academic Affairs

The Associate Dean for Academic Affairs, a tenured faculty member of the College, is responsible for oversight of the academic programs, academic operations personnel, and teaching and learning activities of the College. She/he oversees the directors of the BSSW, MSW, PhD, and Field Education programs, Educational Technology, and the University Partnership Program. The Associate Dean is responsible for operations of all degree granting programs in the College to include academic policies and procedures, recruitment and admissions, student advising, curriculum oversight, course scheduling and teaching assignments, academic program assessment, educational technology and distance education, and CSWE accreditation. She/he also oversees recruitment and hiring of associated faculty, teaching evaluation processes and procedures for all instruction, and teaching and learning professional development opportunities. The Associate Dean serves as the Graduate Studies Committee Chair for the College of Social Work and serves on University committees related to academic affairs. The Associate Dean assists the Dean in general administration of the College and represents the Dean and/or College at selected University and community functions. Appointment to this position is by the Dean and renewable in four-year terms subject to annual review.

#### Associate Dean for Research and Faculty Development

The Associate Dean for Research and Faculty Development a tenured member of the faculty oversees the College's Office of Research and is responsible for promoting investigator-initiated scholarship within the faculty. The Associate Dean supports faculty in planning and securing resources, evaluating and implementing activities for the research program, and managing the procurement of funds. He/she furthers the research mission of the College by facilitating development activities for faculty, both individually and in groups. The Associate Dean assists the Dean in general administration of the College and represents the Dean and/or College at selected University and community functions. The Associate Dean collaborates as necessary with other Assistant and Associate Deans, Program Directors, and other members of the College leadership team. Appointment to this position is by the Dean and renewable in four-year terms subject to annual review.

### Assistant Dean for Strategic Initiatives and Community Engagement

The Assistant Dean for Community Engagement and Strategic Initiatives, a staff position, oversees the fulfillment of our University urban and land grant mission by coordinating our College's outreach and engagement, student career office, and continuing education activities for the College, and by directing the College's advancement team (communications, alumni relations, and fund raising). The Assistant Dean advises the Dean on strategies for ensuring the College is effectively engaged with the practice community and makes and implements recommendations that increase the visibility, and leadership and fundraising performance of the College. She/He supports the dean in leading the creation, implementation, and evaluation of College strategic planning. The Assistant Dean assists the Dean in general administration of the College and represents the Dean and/or College at selected University and community functions. The Assistant Dean collaborates as necessary with Associate Deans, Program Directors, and other members of the College leadership team. Appointment to this position is by the Dean and renewable in four-year terms subject to annual review.

### Chief Diversity and Inclusion Officer

The Chief Diversity Officer is appointed by the Dean in consultation with the faculty, from among a member of faculty. Appointments are for a term of four years. The College of Social Work Chief Diversity Officer is responsible for supporting the College's diversity initiatives, for the implementation and attainment of our Diversity Strategic Plan, and for regular review and update of that plan. The Diversity Officer reports to the Dean and serves as chair of a CSW diversity committee that is comprised of students, faculty, and staff. The Diversity Officer provides leadership and works with the Associate Dean for Academic Affairs to evaluate the effectiveness of our efforts to enhance diversity in multiple areas. By working collaboratively with the College leadership (associate and assistant deans, program directors) the Diversity Officer provides leadership and results achieving the diversity goals established by the College.

### Program Directors

Each of the three degree programs of the College shall be led by a program director. There shall be a Director of Undergraduate (BSSW) Studies, a Director of MSW Studies, and a Director of Ph.D. Studies. The directors shall be appointed by the Dean in collaboration with the Associate Dean for Academic Affairs and in consultation with the CAC. The Directors report to the Associate Dean for Academic Affairs and their (renewable) appointments shall be for four years, subject to annual review by the Dean and Associate Dean for Academic Affairs. The Directors of Undergraduate and MSW Studies may be appointed from among the faculty or staff. The Director of PhD studies must be appointed from among the tenured faculty.

Program directors are responsible for providing leadership and coordination of the programs and of the curriculum in the programs. They shall be responsible for the quality of the respective programs, including the quality of student advising, learning and the quality of instruction. They shall have administrative responsibility for the appointment, supervision, and evaluation of the personnel in the respective offices. The Directors shall recommend temporary faculty appointments (i.e., lecturers) to the Associate Dean for Academic Affairs. The Director of Field

Education is responsible for the implementation and evaluation of field education at the BSSW and MSW levels, works in collaboration with BSSW and MSW program directors, and reports to the Associate Dean for Academic Affairs.

The Academic Program and Field Directors chair the program committee of the College pertinent to their degree program. In this context, they provide information and leadership to these committees with respect to quality assurance and compliance with the Council on Social Work Education, University, and faculty standards for excellence in social work education. Ordinarily, appointees to Program Director positions will teach one course per academic year unless otherwise negotiated with the Dean and Associate Dean for Academic Affairs. When appointed from among the nine-month faculty, they will receive 2/9<sup>ths</sup> of their base salary for serving during the summer.

#### Chief Administrative Officer

The Chief Administrative Officer manages information technology, fiscal and human resource functions of the College. He/she posts all expenditures to internal books for maintaining balance of expenditures; analyzes budget and determines problem areas; recommends budgetary improvements and maintains control, under the supervision of the Dean, for the operating budget. He/she assists the Dean in budget preparation and other budgetary problems and maintains detailed expenditures for the Continuing Education program and external grants. The Chief Administrative Officer, assists the Dean in general administration of the College and represents the Dean and/or College at selected University and community functions

Other duties include preparation of documentation relevant to expenditures and purchases for the College, leading the College in preparation for and response to University audit, initiation of all personnel paperwork, and the submission of payroll for work-study and wage employees. This Chief Administrative Officer is responsible for all aspects of information technology, including infrastructure, procurement, and data security.

Other tasks may include the following: performing administrative tasks which relieve the Dean of routine or non-routine administrative duties, e.g., filling out forms and collecting information required by other offices on campus, hiring and assigning work-study students; supervising work-study students who complete fiscal forms for the College, maintaining personnel records and College files, including vacation/sick leave records, verifying employment, creating and posting job descriptions, checking equipment on a semi-annual basis, and analyzing equipment needs for the College. These tasks may be delegated to other staff in a manner consistent with College and University policies.

#### 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 pleasure 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.

## Committees

### The Role of Committees in the Operation of the College

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 and 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.

### Committee Process and the Role of Faculty as a Body

All committees are ultimately responsible to the faculty unless otherwise specified in their charge. 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 as a whole in receiving and acting upon committee study and recommendations is seen as one of constructively discussing, accepting, rejecting or referring it back to committee for further work, with specific guidelines for that work. All committees will report to faculty periodically as outlined in this document. The Dean is an *ex-officio* member of all College committees, non-voting on the Committee of the Eligible Faculty.

### 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, faculty members' 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 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/appointment 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, in addition to curricular committees. Associated faculty, staff, students and other persons from constituent groups named to committees by their respective constituent groups will also 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.

### Standing Committees

The standing committees of the College include:

1. College Advisory Council (CAC),
2. Academic Committees
  - 2.1. PhD Committee (also serves as part of Graduate Studies Committee)
  - 2.2. MSW Committee (also serves as part of Graduate Studies Committee)
  - 2.3. BSSW Committee
  - 2.4. Field Advisory Committee
  - 2.5. Admissions Committee (pilot 2016–2018)
  - 2.6. Teaching and Learning Committee
3. Diversity Committee
4. Promotion and Tenure Committee (P&T)
5. College Staff Committee
6. College Investigative and Salary Appeal Committee

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.

### Ad Hoc or Special Committees and Task Forces

When it is deemed necessary to form ad hoc, special committees or task forces, the Dean shall seek sanction of the College Advisory Council for the formation of such groups. Composition of ad hoc or special committees and/or task forces shall be considered by the Dean in consultation with the College Advisory Council, 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 for Academic Affairs in consultation with the Dean.

### 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 College Advisory Council 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 is 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 College Advisory Council shall conduct an election for faculty representatives to standing committees following the procedures outlined in this document and the APT document. Faculty elections shall be completed no later than the eighth week of spring semester. The Dean shall make his/her 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.

### Replacement of Committee Members

Attendance and active participation is 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 which precludes committee participation and over which the faculty

member may have little control shall be considered on the basis of the particular situational factors. A decision to replace a faculty member shall be made only after consultation between the committee Chairperson, the Dean, and the faculty member. Replacement of faculty members on standing committees shall be made by election and/or appointment of the Dean and shall be consistent with the method utilized to seat the member originally.

### 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.

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 and will prepare and forward a written summary report of its activities for the year to the Dean and the faculty. The committee chairperson shall be responsible for the timely preparation of reports and materials which are to be presented to faculty and for establishing with the College Advisory Council time on the faculty meeting agenda for presentations to or action by the faculty. Academic committee related reports shall be first reviewed by the Associate Dean for Academic Affairs who will then forward to the College Advisory Council 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.

### Standing Committee Chairpersons

The academic program committees and Field Advisory Committee shall be chaired by the respective directors. The Graduate Studies Committee and Teaching and Learning Committee shall be chaired by the Associate Dean for Academic Affairs. Other elected 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 his/her absence, he/she will designate a member of the committee to preside. 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 and to the Dean's Office. A copy of academic committee minutes will also be

sent to the Associate Dean for Academic Affairs. 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 College Advisory Council for time on the faculty meeting agenda, and for forwarding other information to the Dean and the College Advisory Council as specified in other sections of this document.

### 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.

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., Promotion and Tenure Committee). 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.

### 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.

### Standing Committees -- Functions and Membership Composition

#### College Advisory Council

The College Advisory Council will work together with the Dean to manage the affairs of the College. The College Advisory Council 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.

When addressing search and screen functions for faculty and senior administrative personnel, the Dean shall appoint a search committee in accordance with established University rules for such bodies. The College Advisory Council shall ratify both the charge and the composition of a search committee.

#### CAC Membership

The CAC will consist of eight members. One representative is elected by the staff committee, one representative is elected by the Field Education staff, a total of five elected faculty members in the following manner: one faculty member from each rank, elected by members of that rank (assistant, associate, professor); two at large faculty representatives elected by all faculty. The Associate Deans and Assistant Dean shall serve as ex-officio but non-voting members and participate at the invitation of the Dean or CAC members.

The CAC chair will be nominated and elected from within the CAC by the committee membership. The chair meets with the Dean on a regular basis to set the agenda for the year and for each CAC meeting.

### Standing Academic Committees

The Associate Dean for Academic Affairs is responsible for oversight of all academic related committees, including three program committees (PhD, MSW and BSSW Committees); a Field Advisory Committee; a Graduate Studies Committee (comprised of MSW and PhD Committee members); and a Teaching and Learning Committee. All academic committees shall meet monthly, except the Graduate Studies Committee, which will meet on an as needed basis. Committees shall keep minutes, including attendance, of each meeting and submit these to the Dean and Associate Dean for Academic Affairs prior to each succeeding monthly meeting.

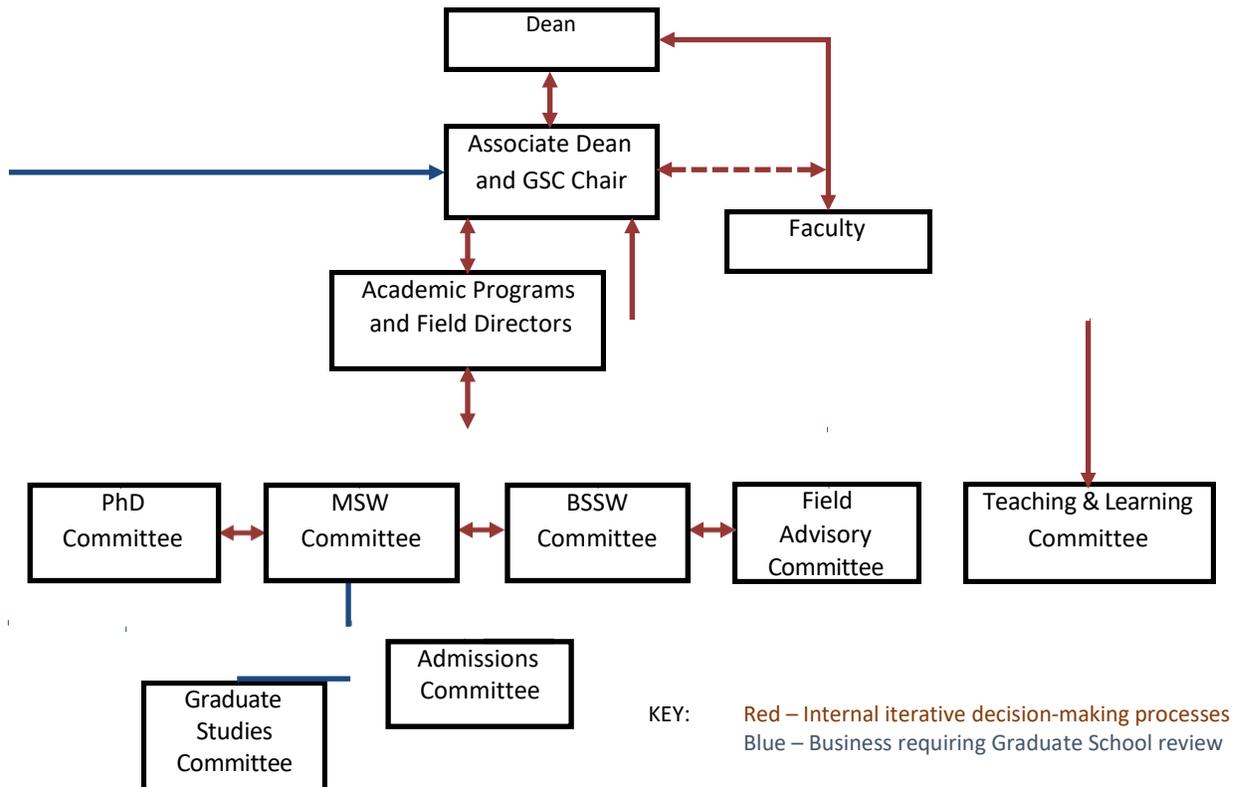
In addition, a Scholarship Committee is formed once each year and meets to disperse awards.

### Academic Program Committees

The PhD, MSW, BSSW Program Committees, in consultation with the Associate Dean for Academic Affairs, are responsible for program-specific policies and curriculum. 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. All committees make recommendations regarding the appointment of non-tenure track instructors. 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. By University faculty rule (Chapter 3335-5-14, <http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>), tenure line faculty maintain governance responsibilities of curricula. Program committees will establish ad hoc curriculum committees as needed to address specific areas of need in the curriculum. All faculty (tenure and non-tenure track) shall be offered the opportunity to participate in ad hoc curriculum committees. 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 Council on Social Work Education, the University, and the OSU Graduate School. The reporting structure and lines of communication are as illustrated in the following diagram.



Directors 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 for Academic Affairs for review, and if approved, forwarded to the College Advisory Council 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 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).

Distance learning operations (supported by Educational Technology) and academic-related assessment functions are collaboratively conducted among the relevant academic program committees, field advisory committee and Associate Dean for Academic Affairs. Membership. Academic program committee membership shall consist of the respective program director, who shall serve as chair; elected faculty, to include one faculty from each rank of

assistant, associate, professor, and two at-large; the Director of Field Education (MSW/BSSW only); two non-tenure track instructors; and one student. Program committee staff will attend meetings in a non-voting capacity to inform discussions as needed. The Associate Dean for Academic Affairs may attend 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.

### Admissions Committee

A BSSW and MSW Admissions Committee reviews applicants and the selection process for program admissions. The Admissions Committee shall assume responsibility for all application reviews and decisions, interviews, tracking processes, and communication with the program directors.

Membership. The Admissions Committee membership shall consist of five members, including at least two faculty, one from each BSSW and MSW Program Committee, one field education coordinator, and one non-tenure track instructional faculty. One additional member will be selected from either faculty or non-tenure instructional faculty. Appointments are made by the Dean at the recommendation of the Associate Dean for Academic Affairs.

### Field Advisory Committee

The Field Advisory Committee provides operational support and advisement to the Field Education Director regarding field related policies, procedures, the development of new field placement sites, advanced field instructor training topics, online field education best practices, emerging areas of practice opportunities and the coordination of field and classroom learning. 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 Field Education Director, who shall serve as chair; two faculty members; two field education coordinators; no more than five field agency supervisors; and one student.

### Graduate Studies Committee

The PhD and MSW Committees shall dually serve as the College Graduate Studies Committee (GSC). The Graduate Studies Committee serves as the liaison between the Graduate School and the graduate faculty members in the College of Social Work. The responsibilities of the GSC are outlined in the University Graduate School Handbook.

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 for Academic Affairs will constitute the GSC. The Associate Dean shall serve as chair of the GSC. The GSC shall follow and comply with the guidelines and responsibilities for Graduate Studies Committees as set forth in the Graduate School Handbook. The GSC Chair serves as the College liaison to Graduate School.

The roles and responsibilities 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 PhD and MSW Committees, and ensuring College compliance with 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 nine-month academic calendar, the MSW and PhD Program Directors will work with the GSC Chair to make time sensitive decisions during May and summer semesters.

### 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 committee chair 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 program offices, the fiscal office, and instructional technology, 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 by the final day of March. The Advancement Office shall prepare letters of notification to be signed by the Dean and mailed to students no later than April 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. The BSSW and MSW program directors shall serve as the Scholarship Committee Chair on an annual rotating basis. Additional members shall include two faculty from each the BSSW and MSW committees, and the Director of Field Education (or designee). An Advancement staff member will attend in a non-voting capacity to provide all administrative support.

### Teaching and Learning Committee

The Teaching and Learning Committee (T&L) provides advisement and operational support to the Associate Dean for Academic Affairs regarding overall academic policy, procedures, evaluation of teaching, instructional development, and the role of non-tenure track instructors.

This committee works to ensure rigor in the explicit curriculum across program levels. As such, the committee shall review processes for evaluating teaching and recommend alternative processes to ensure quality teaching across all faculty levels. The committee shall serve as a mechanism of resource and referral support for instructional guidance to newly hired tenure and non-tenure track faculty. Ad hoc committees shall be formed when necessary to address specific issues and time sensitive activities related to teaching and learning. The T&L Committee is also responsible for the coordination of peer review of teaching for all faculty as consistent with the APT document.

Membership. The Teaching and Learning Committee shall consist of the Associate Dean for Academic Affairs, who shall serve as chair; program directors; field education director; three at-large elected faculty; and one non-tenure track instructor.

### Committee of the Eligible Faculty

(See APT document *Committee of the Eligible Faculty Defined*, Section III-A)

#### Functions

It shall be the work of this committee to carefully review the record of candidates, comment on that record, and vote on a recommendation regarding reappointment, tenure, and promotion as delineated in the College APT document.

#### Membership and Voting Rights

Eligible voting faculty shall make up a promotion and tenure committee for reviewing candidates. For candidates seeking promotion to professor, eligible voting faculty are tenured professors at the College of Social Work. For candidates seeking promotion to associate professor with tenure, eligible voting faculty are tenured associate professors at the College of Social Work. The Dean, Associate and Assistant Deans are prohibited by faculty rule from serving on the committee of the eligible faculty

### Promotion & Tenure Committee

#### Function

- a) Membership and functions of the P&T Committee as delineated in the College APT document, Sections III and VII;
- b) Providing information and regular, continuing mentoring advice and assistance to all faculty members as a means for preparing them for the promotion/tenure process,
- c) Periodic review of College standards, policies and procedures for the promotion and tenure peer review process, with recommendations for change brought to the CAC and faculty as a whole. Special attention should be given to assuring that College policies are consistent with any revisions in University standards, policies, and procedures.

#### Membership

*For Promotion to Associate Professor with Tenure*

The Promotion and Tenure committee is comprised of five members of the eligible faculty: the chair, chair-elect and three members appointed by the Dean.

**Chair of the Promotion and Tenure Committee.** The chair of the College of Social Work Promotion and Tenure Committee for promotion to associate professor is elected by the entire body of tenure-track faculty members whose tenure home is in the College. To create leadership continuity, the chair serves the initial year of their term as chair-elect, and a second and final year as chair of the committee. The chair-elect is strongly encouraged to attend an annual P&T Chair training sponsored by the Office of Academic Affairs. The chair-elect nomination and election process is directed by the College Advisory Committee (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.

In order to be eligible for election, the chair must

- (a) be an eligible voting member of the faculty (i.e., hold a tenured position at the rank of Associate Professor or Professor).
- (b) have served on the College of Social Work Promotion and Tenure Committee within the past four years.
- (c) In cases of promotion to professor a subset of eligible faculty is convened that consists of all professors whose tenure home is in the College of Social Work. The Dean appoints a chair from among group.

Should the chair-elect become unable to complete a chair-elect term, CAC will promptly conduct an election to select a new chair-elect. Should the chair be unable to complete the second, or chair term, the chair-elect will assume leadership, and an election held for a new chair-elect.

**The Remaining Promotion and Tenure Subcommittee Members.** Each of the remaining three members of the subcommittee is appointed by the Dean for a one-year term. Appointment as a subcommittee member is based on an alphabetical (last name) rotation. Individuals whose term is missed due to leave or other reasons will be replaced 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 anticipated factors may significantly affect ability to perform the duties involved. The entire subcommittee will be established before the end of February each year.

**The Procedural Oversight Designee (POD).** The P&T Subcommittee will elect from within its membership an individual to serve the role of Procedures Oversight Designee (POD). The chair may not serve as the POD. It is strongly recommended, though not required that the chair-elect serve as POD. It is strongly encouraged that the person selected attend an annual POD training sponsored by the Office of Academic Affairs.

#### *For Promotion to Professor*

The Committee comprised of all professors will assume all of the functions of the P&T

Committee as outlined directly above with respect to faculty seeking promotion to professor. The committee of professors will meet as a committee of the whole and elect a chair from their membership. A POD will be assigned for each case.

The Promotion and Tenure Committee shall work closely with the Dean in carrying out its functions.

### Diversity and Inclusion Committee

The Diversity and Inclusion Committee is chaired by the Chief Diversity and Inclusion Officer. Membership is composed of volunteers recruited and recommended by the chair and current members and appointed by the Dean. Membership is for a period of two years and is renewable. Membership should consist of a student from each program, and a representative group of both faculty and staff who are recruited both for their interest in advancing diversity and inclusion and for their capacity to contribute to specific current initiatives. Diversity and Inclusion are the responsibility of the entire College of Social Work and as such the overarching goals of the Diversity and Inclusion Committee are to work collaboratively with College of Social Work faculty, staff, and students to:

1. Support recruitment and retention of a diverse faculty, staff, and students.
2. 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.
3. Support the delivery of an explicit curriculum that teaches students about diversity and provides skills on how to serve as advocates and change agents.
4. Create opportunity for faculty and other instructors to further their knowledge of diversity, the capacity to teach those knowledge and skills, and to host classrooms that support diversity and promote dialogue.
5. 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 moves the conversation forward in meaningful ways.

### College Staff Committee

This committee shall serve as a body for convening College staff members from each program office on a regular basis. The purpose of this committee is to increase communication and collaboration among the program units, and to serve as a vehicle for recommending to the College Advisory Council 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.

### College Investigative and Salary Appeal Committee

The functions of this committee are described in Faculty Rule 3335-5-04 (<http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html>) on procedures for complaints against tenured/tenure-track, clinical, and associated faculty members and in Chapter 3 of the Office of Academic Affairs Policies and Procedures Handbook at <http://oaa.osu.edu/assets/files/documents/HBVol1.pdf>.

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.

### Non-standing committees Faculty Search Committee

For each prospective tenure track faculty position, the Dean will appoint a search committee composed of five College faculty. The Dean will appoint one of the members of the search committee to serve as committee chair. As required by the APT the College Advisory Committee must ratify decisions on the membership of and the charge given to the search committee.

## VII. FACULTY MEETINGS

### 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.

### 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 eligible members of the faculty 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.

## Attendance

All 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 require the attention of only the eligible 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.

## Agenda

The College Advisory Council, 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 eligible member of the faculty at least five working days prior to each regularly scheduled meeting. All faculty members may submit items for consideration to the College Advisory Council. The first item on the agenda for each business meeting shall be the approval of the agenda. Any changes in the agenda as previously distributed must be approved by a majority vote.

## Presiding Officer—Rules of Order

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

A faculty Parliamentarian shall be appointed by the Dean no later than October 15 of each year and should be present at every meeting of the faculty or a substitute designated. The Parliamentarian shall advise the Chairperson on matters which require interpretation of Roberts' Rules of Order.

Minutes will be prepared stating what was done. This will constitute the usual form of the minutes. They will be prepared under the direction of the Executive Assistant to the Dean and will be reviewed for accuracy and completeness by the faculty member who presided at the meeting, 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.

## 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 eligible faculty members present, providing a quorum is present, except as specified in this Pattern of Administration (POA).

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 a minimum of two members of the College faculty and staff, one of whom is either the chair of the committee conducting the vote) or that chair's designee.

The results of the vote are communicated to the Dean whose office is responsible for prompt notification of voting results.

## VIII. FACULTY DUTIES AND RESPONSIBILITIES

Faculty duties and responsibility in the areas of instruction, scholarship, and service for the subsequent year are determined between the faculty member and the Dean as part of the faculty member's annual review. Faculty who are on professional leave, serving as visiting professors, or participating professionally in approved off-campus assignments will not be penalized by loss of a salary increase while away from the College as long as the merit/annual review processes specified in the College APT document are completed in a timely fashion and provide sufficient information for review.

### A. The Relationship of Teaching Workload and Scholarly Activity

Teaching workload is a function of scholarly activity. Every faculty member is expected to teach between 12 and 18 credit hours or meet the equivalent every academic year, i.e., Fall and Spring semesters, depending on their scholarly activities. Summer courses are typically in addition to this load; however, faculty may negotiate courses scheduled for Summer as part of their required course load. For the purpose of workload calculation, scholarly activity is described in the College APT document. The level of scholarly activity may be calculated on a three-year rolling average, as specified in the College APT document.

Faculty who document submission of an average of two articles or equivalents as specified in the College APT document will teach an average of 12 credit hours per year; those who submit an average of one article or equivalent as specified in the APT document will have a teaching load of 15 credit hours per year; those averaging less than one article or equivalent as specified in the College APT document will have a teaching load of 18 credit hours per year.

An increase in teaching assignment does not have to be a permanent assignment. Any faculty member who, by virtue of productivity is assigned a 15 or 18 credit hour course load may provide the Dean with a proposal for his or her return to scholarly activity. Together, the Dean and a faculty member may also determine other, non-teaching equivalents for meeting workload expectations. The goal of negotiation is to settle on additional duties that are beneficial to the College.

## B. Field Responsibilities

Faculty members have the option to replace one three (3) credit hour course with two (2) semesters of field liaison 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 Office of Field Education.

## C. Academic Advising

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

## D. Dissertation/Thesis Advisor, Committee Member or Chair

The *cumulative* advisement of Ph.D. dissertations and MSW theses and BSSW honors theses shall be recognized in negotiation of teaching assignments annually. The formula will be:

Chairing six successfully completed dissertations will entitle the faculty member to a one-time single course release.

Eight MSW or BSSW theses will entitle the faculty member to a one-time single course release.

## E. Special Assignment

Special Assignments (SAs) are normally one semester in length and are designed to provide a faculty member time away from classroom teaching and some other responsibilities in order to concentrate effort on research. SAs 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 a week or two provided classroom teaching is not disrupted.

New faculty members typically receive a bank of course releases which 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.

Faculty members who desire an SA should discuss the matter with the Dean during their annual evaluation or as soon thereafter as possible. The Dean will indicate whether submission of a full proposal articulating the purpose and nature of the SA is appropriate. The Dean will normally announce decisions regarding SAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility. University policy on SA is described here:

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

The Research Track and the Writing Track are two specific forms of SA with specific procedures and criteria established by the College Research Office.

### Service

All faculty are expected to attend and participate in faculty meetings, 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 APT document.

#### A. College and University Service

Faculty are expected to contribute to the functioning of the College and the University through participation on standing and ad hoc committees and other College and University bodies.

#### B. Community/Professional Service

Faculty are expected to be involved in community and professional service in ways related to their academic expertise and professional identification. Such service is recognized as a criterion for promotion and tenure. With regard to the 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.

### Availability to Students

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 in such a way so as 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 online if teaching online classes, so that students, advisors and colleagues can drop in to see them. In addition, 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.

### 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 curriculum vitae. Faculty members are required to submit a current copy of their CV to the Dean's executive assistant on an annual basis. CV's will be electronically submitted at the same time that faculty members submit their annual review materials to the Dean for annual merit review. The Dean's executive assistant will ensure that faculty CV's are placed on the College public drive which is accessible to all College employees, and for transmitting them to the staff member responsible for maintaining the College 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.

### The College Obligation to New Faculty Appointed at Non-Tenured Levels

#### A. General Obligation

In order to allow time for all new faculty to engage in varied activities that will strengthen their positions relative to retention, the new person will be offered a reduced number of course assignments as negotiated with the Dean.

#### B. The New Faculty Member's Obligation to the College

By the end of the third year, in preparation of tenure alert, new faculty members should be able to document their teaching, scholarly activities and products, and their service to the College, University and the community as outlined in the College APT document.

### The Role of the Tenured Faculty

All tenured faculty are expected to be available to engage as mentors with newly appointed faculty in support of their efforts to achieve tenure and promotion. 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 on the basis of clearly stated goals, objectives and expectations aligned with the College Promotion and Tenure criteria specified in the College 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.

### Program Director Duties and Responsibilities

Based on descriptions contained in this document faculty Program Directors and the Associate Deans will be reviewed for merit in an additional category so that their performance in these administrative capacities are reflected in their annual merit review.

## IX. COURSE OFFERINGS AND TEACHING ASSIGNMENT PROTOCOL

The Dean, through his or her delegated responsibility to the Associate Dean for Academic Affairs, will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty. 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.

To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-16 (<https://trustees.osu.edu/rules/university-rules/chapter-3335-8-instruction.html>) 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.

Course scheduling and teaching assignment determinations involve extensive processes that occur over months of planning to meet deadlines specified by the University. The process is overseen by the Associate Dean for Academic Affairs in collaboration with the College Registrar and Academic Program Directors. Course scheduling is based on student and program needs and is driven by student enrollment.

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 faculty prior to their 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, will be considered in continuing assignment to that course.
4. The ability to document reasonable competence in course content is a pre-requisite to being assigned a course.
5. Online course assignment is open to any faculty who completes the College's requisite online instructor training.
6. Faculty seniority based on rank and time in service can be considered, taking into account 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. Regular faculty 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 determined in late spring semester. Upon completion of the course scheduling process, the College Registrar prepares the list of courses to be filled. 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, FPL, request for summer, online, regional or overload teaching, or special circumstances that would prevent them from fulfilling their required course load as applicable.

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 online and on-the-ground formats. Outside of approved exceptions, graduate students at Ohio State are limited to teaching undergraduate students (per Graduate School rule). As such, doctoral students are assigned to teach undergraduate courses based on their individual expertise and practice experience.

Faculty are surveyed for teaching preferences and, taking into consideration the 7 principles outlined above, courses are assigned in the following order:

1. Faculty (in this order: tenure-track, non-tenure track)
2. College Staff/Doctoral Students
3. Full-time Lecturers (as this position exists)
4. Part-time Lecturers

Faculty are offered opportunities to teach courses as overload once all required teaching assignments and course release determinations are finalized.

#### X. 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.

The Dean will discuss the College budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the Dean.

Office space, furnishings, and technology shall be allocated by the Dean in consultation with appropriate faculty and staff. Research space shall be allocated on the basis of research productivity including external funding and will be reallocated periodically as these faculty-specific variables change. Research space allocations are made by the Associate Dean for Research in consultation with the Dean. The allocation of salary funds is discussed in the Appointments, Promotion and Tenure document and is based on annual reviews conducted by the Dean using criteria set out in this as well as that document.

#### Professional Development and Residual Funds Guidelines for Faculty and Field Educators

The College of Social Work is committed to promoting the professional development activities of its faculty and field educators. In support of these activities, an annual professional development allowance is provided to each faculty member and field coordinator. 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. Funds that are not used within one fiscal year will carry over and be added to the next fiscal year's allotment. However, the Dean may elect to set a cap on the accumulation of unused funds. Because funds allocated to professional development are encumbered and unavailable to the College, the College may elect to not provide further development funding to faculty members who are not making use of their

funding and have accumulated large balances. This does not apply to professional development balances that grow as a function of non-College investments (grant residual funds for example). The Dean will consult with the individual faculty member in advance of restricting an annual development fund contribution.

Professional development expense and reimbursement requests will be made in accordance with the University expenditure and travel policies and must meet the following eligibility requirements:

- 1) There must be a business connection for the expense. Expenses covered by this fund must be related to faculty professional development. Examples of eligible expenses include:
  - a) Professional dues and membership fees to learned societies
  - b) Subscriptions to professional and/or learned journals and other professional publications
  - c) Computer software and supplies used in the performance of research or scholarly activities
  - d) Travel and other expenses related to attendance at scholarly conferences
  - e) Equipment, including computers, to advance research activities

Examples of expenses that are not eligible for reimbursement include:

- a) Fees associated with social or non-mandatory activities at conferences such as tours, sports activities, etc.
  - b) Travel expenses related to family members or companions (including childcare)
  - c) Non-professional books, journals, subscriptions
  - d) Computer software not related to professional development (games, movies, etc.)
- 2) Faculty 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).
- 3) Questions regarding whether an expense is reimbursable through a professional development account should be addressed by the College’s Chief Administrative Officer (CAO). 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.

#### Professional Development Funds Guidelines for Staff

The College of Social Work is committed to promoting the professional development activities of its staff. In support of these activities, an annual professional development allowance is provided to each staff member. 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. Funds that are not used within one fiscal year will carry over and be added to the next fiscal year’s allotment.

However, the Dean may elect to set a cap on the accumulation of unused funds.

Professional development expense and reimbursement requests will be made in accordance with the University expenditure and travel policies and must meet the following eligibility requirements:

- 1) There must be a business/professional connection for the expense. Expenses covered by this fund must be related to staff professional development. Examples of eligible expenses include:
  - a. Professional dues and membership fees for professional societies
  - b. Fees for courses and/or workshops related to professional development
  - c. Textbooks or other course material related to professional development
  - d. Travel and other expenses related to attendance at professional conferences

Due to University policy and tax regulations, equipment of any kind, including computers, handheld devices, and other equipment will not be eligible for reimbursement.

- 2) Expenses must be substantiated. Original receipts are required before reimbursement will be paid. All other fiscal policies will apply, i.e., T-Number for any travel reimbursement requests.
- 3) Questions regarding whether an expense is reimbursable through a professional development account should be addressed by the College's Chief Administrative Officer. Any items that seem questionable to the CAO will be forwarded to the Dean for approval.

#### Dean's Research Seed Grants

When sufficient College funds are available, the Dean will sponsor a research enhancement grant competition. These grants will be made on a competitive basis to members of the faculty (of any rank) and field educators whose use of this money reflects innovative ideas that will move their research/scholarship agenda to the "next level."

At the beginning of each academic year, the Associate Dean for Research will announce the availability of funds for this competition, the deadline for submission, and oversees the review process. The research advisory committee... Funds may be used for expenses related to completing a research or scholarly project, collecting data to start a new research or scholarly product (pilot data), purchasing consultation from a nationally known expert to enhance one's research/scholarly agenda, purchasing a data set or software, or any other activity that will enhance research/scholarly production.

The key criteria for funding will be that there will be a "product" from the work funded by this competition that will become a "springboard" for future work, preferably extramurally funded work. Funds are to be used only for the direct purposes of the project. Funds not expended within nine months from receipt of the grant must be returned to the Dean, unless a written

exception is approved by the Dean and Associate Dean for Research.

A final report, and any current or future products that are produced or expected to be produced through this competitive funding mechanism, should be submitted to the Dean and Associate Dean for Research. This final report must include an accounting of the awarded funds.

## XI. LEAVES AND ABSENCES

The University's policies with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook (<https://oaa.osu.edu/handbook.html>) and Office of Human Resources Policies and Forms website <https://hr.osu.edu/policies-forms>. The information provided below supplements these policies.

### Discretionary Absence

Faculty are expected to complete an Application for Leave form <https://elave.osu.edu/> well in advance of a planned absence (e.g., as for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Dean retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more business days (<https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>).

### Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the 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. See OHR Policy 6.27 for details: <http://hr.osu.edu/policy/policy627.pdf>.

### Unpaid Leaves of Absence

A faculty 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 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 faculty member's responsibilities can be covered or deferred during the proposed absence, and

the positive or negative impact on the College of the proposed absence. 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 are set forth in the Office of Human Resources Policy 6.45: <http://hr.osu.edu/policy/policy645.pdf>

### Faculty Professional Leave

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Research Assignment 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. FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies ([http://oaa.osu.edu/documents/OAAHBVol2\\_002.pdf](http://oaa.osu.edu/documents/OAAHBVol2_002.pdf)) before applying for leave.

Faculty members who desire an FPL should discuss the matter with the Dean during their annual evaluation or as soon thereafter as possible. The Dean will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. FPL proposals must be approved by the Dean, Office of Academic Affairs, and Board of Trustees before they may be implemented.

The Dean establishes annually a deadline for submission of FPL proposals, and notifies the faculty of this deadline. Upon receipt of proposals the Dean verifies the faculty member's eligibility with the College human resources department, and communicates that determination to the faculty member. The Dean forwards the proposal to the chair of the Promotion and Tenure subcommittee who facilitates a review by the current committee, as specified in the College APT document. The subcommittee provides written feedback to the Dean by a deadline established by the Dean. That feedback addresses the strength of the proposal, and its potential for impact upon the professional development of the applicant. When there are more proposals in a given year than the Dean believes can be granted, the Dean asks the subcommittee to rank order the proposals on their potential for scholarly impact. The Dean makes a final decision on the FPL request, communicates that decision to the applicant, and when affirmative, transmits the recommendation and proposal to The Office of Academic Affairs.

## XII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

The University's policies with respect to supplemental compensation and external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook: <http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>.

The 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 accepting other income-enhancing opportunities. All activities providing supplemental compensation must be submitted to the Dean in writing, consistent with current University guidelines for notification and approved by the Dean

regardless of the source of compensation. External consulting must also be approved per the OAA policies regarding faculty compensation. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the College. In addition, it is University policy that faculty may not spend more than one business day per week on supplemental compensated activities and external consulting combined.

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 Dean or designee has 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.

### XIII. FINANCIAL CONFLICTS OF INTEREST

The University's policy with respect to financial conflicts of interest is set forth in <https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Financial-Conflict-of-Interest.pdf>

A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any University duty or responsibility, including designing, conducting or reporting research.

Faculty members 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.

### XIV. 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.

#### Salary Grievances

University Policy on grievance is described here: <http://oaa.osu.edu/assets/files/documents/Handbook11.pdf>.

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the Dean. The faculty or staff member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the Dean and wish to pursue the matter may be eligible to file a more formal salary appeal.

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 (<https://hr.osu.edu/services/elr/>) in the Office of Human Resources.

### Faculty Misconduct

Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 <http://trustees.osu.edu/rules/university-rules/rules5/ru5-04.html>

### Faculty Promotion and Tenure Appeals

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

### Sexual Civility And Misconduct

The College values an environment that is experienced by all as safe and supportive. The University's policy and procedures related to sexual misconduct are set forth in OHR Policy 1.15 <http://hr.osu.edu/policy/policy115.pdf>. 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.

### 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 Dean, the Dean follows the complaint/appeal procedures established by the University and disseminated in each academic program's manual.

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 Dean and others (e.g., Program Directors) with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct <http://oaa.osu.edu/coam.html>

Faculty agree to adhere to educational policies and procedures as approved by the Board of Trustees, the University, the College faculty and published in the handbooks for the various College of Social Work degree programs.

### Student Code of Conduct

The Code of Student Conduct is Faculty Rule 3335-23 (<https://trustees.osu.edu/rules/code-of-student-conduct/>). In accordance with the Code of Student Conduct (<https://trustees.osu.edu/rules/code-of-student-conduct/>) faculty members will report any instances of academic misconduct first to the relevant program director or Associate Dean for Academic and then in collaboration with those individuals to the University Committee of Academic Misconduct.

#### XV. 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.

#### XVI. 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. The responsibility for monitoring diversity and inclusion within the College shall be assigned to the Chief Diversity Officer 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 on the basis of 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, as well.

#### XVII. AMENDMENT OF THE PATTERN OF ADMINISTRATION

This Pattern of Administration may be amended at any meeting of the faculty by a vote of two-thirds (2/3) of the members present, provided, however, that the quorum of such a meeting shall be two-thirds of the eligible members of the faculty, and provided that the Dean shall have distributed to each voting member of the faculty a written copy of the proposed amendment at least 14 days before the meeting.

## XVIII. RATIFICATION OF THE PATTERN OF ADMINISTRATION

This Pattern of Administration shall become effective when approved by the faculty. Faculty approval shall be expressed through the following procedure:

- a) A digital copy of the current Pattern of Administration shall be provided to each faculty member by the Dean.
- b) The Dean shall distribute a draft of the proposed Pattern of Administration to each member of the faculty.
- c) As soon as possible, after fourteen days, but no later than thirty 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 Pattern.
- d) A final draft of the proposed Pattern shall thereafter be distributed digitally to each member of the faculty along with an email containing a link for faculty members to cast their vote.
- e) Voting will follow the procedures describe above under faculty meetings.
- f) An affirmative vote by two-thirds (2/3) of votes cast shall constitute approval. In order to be counted votes must be cast by the due date and time which shall appear on each ballot.
- g) At the conclusion of faculty meetings when any action is taken to impact the Pattern of Administration and/or the Appointment, Promotion and Tenure document it will be the responsibility of the Executive Assistant to the Dean in consultation with the College Advisory Council (CAC) Chair to ensure that this document is updated within 30 days of the approved changes. The updated document will be distributed to all faculty electronically, made available on the College of Social Work website and forwarded, by the Dean, to OAA for approval.