

PATTERN OF ADMINISTRATION

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

Approved by College of Public Health Faculty, June 1, 2012

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Note: Throughout this document references are made to the University Office of Academic Affairs Policies and Procedures Handbook, as found on the University Office of Academic Affairs web site. This establishes a general policy setting within which additional or more specific College policies are applied.

I. INTRODUCTION

The College of Public Health is a separate and independent college reporting to the Provost. This document provides a brief description of the College, as well as a description of its 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 (University) rules, policies and procedures, and changes in them, take precedence over statements in this document.

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

The faculty and the administration of the College are bound by the principles articulated in the following Faculty Rule:

<http://trustees.osu.edu/rules/university-rules/rules6/ru6-01.html>

“In accordance with a policy of equality of opportunity, decisions concerning appointment, reappointment, and promotion and tenure shall be free of discrimination as to age, ancestry, color, disability, gender identity or expression, genetic information, military status, national origin, race, religion, sex, sexual orientation, or veteran status, and other categories covered in the university nondiscrimination policy.”

II. COLLEGE MISSION

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

A. Vision

We aspire to be a leader in public health research and education with local impact and global significance.

B. Values

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

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

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

III. FACULTY

Rule 3335-5-19 in the Rules of the University Faculty

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

defines faculty as persons appointed by the Board of Trustees with regular tenure-track, regular clinical, regular research (which will be referred to as regular faculty henceforth), auxiliary, and emeritus faculty titles, on full or part-time appointments, with or without salary. For purposes of governance, the faculty of the College include regular faculty with compensated FTEs of at least 50% in the College and whose tenure initiating unit (TIU) is the College. All auxiliary and emeritus faculty, and all regular faculty joint appointees with FTEs below 50% in the College may be invited to participate in discussions about non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter, at any level within the College.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the Appointments, Promotion and Tenure document. A useful chart summarizing the faculty types and titles for each may be found in the University Office of Academic Affairs Policies and Procedures Handbook.

A. Regular Faculty

Rules 3335-6 and 3335-7 in the Rules of the University Faculty govern regular faculty appointments.

<http://trustees.osu.edu/rules/university-rules/rules6.html>

<http://trustees.osu.edu/rules/university-rules/rules7.html>

The regular tenure-track faculty includes all individuals with the titles of Instructor, Assistant Professor, Associate Professor, and Professor who hold appointments totaling 50% time or more. Regular clinical-track and regular research-track faculty serve under fixed-term contracts and are not eligible for tenure; this includes all individuals with the titles of Instructor of Clinical Public Health, Assistant Professor of Clinical Public Health, Associate Professor of Clinical Public Health, Professor of Clinical Public Health, Research Assistant Professor of Public Health, Research Associate Professor of Public Health, and Research Professor of Public Health, and who hold appointments totaling 50% time or more. Under University rule, the number of regular clinical-track faculty may not exceed 40% of the total regular faculty, and the number of regular research-track faculty may not exceed 20% of the number of regular tenure-track faculty; however, the limit on research faculty may be raised by majority vote (>50% of those eligible) of the regular tenure-track faculty.

B. Auxiliary Faculty

Rule 3335-5-19 in the Rules of the University Faculty govern auxiliary faculty appointments.

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

The auxiliary faculty includes all persons with adjunct titles (e.g., adjunct professor), auxiliary clinical titles (e.g., clinical assistant professor, clinical associate professor, clinical professor), visiting titles (e.g., visiting professor), and lecturer titles; also professors, associate professors, assistant professors, and instructors who have appointments totaling less than 50% service to the university. Auxiliary faculty members are hired for specific purposes and must meet the expectations for which they were hired. Compensated auxiliary appointments must entail a letter of offer stating the start and end date with the latter occurring no later than June 30 of the current fiscal year. The combined total of regular clinical-track and regular research-track faculty, plus auxiliary faculty of the College who hold appointments of 50% or more, shall not make up more than 50% of the total faculty.

C. Graduate Faculty

A full description of the qualifications, rights, and responsibilities of the Graduate Faculty may be found in The Ohio State University Graduate School Handbook.

The Public Health Graduate Faculty membership (Section III.3) consists of those members of the faculty approved to conduct graduate education by the Graduate School and by the College Graduate Studies Committee. Persons may be appointed in Category M or Category P. Category M allows the person to serve as the adviser for master's students, participate in governance of graduate education at all levels, and serve on doctoral examination committees at the discretion of the Graduate Studies Committee. Category P allows the person in addition to serve as the adviser for doctoral students, serve on doctoral examination committees, and serve as the Graduate Faculty Representative on Final Oral Examinations. It is the policy of the Graduate Studies Committee of the College to nominate all regular faculty for the highest category of graduate faculty membership for which they are eligible. The Graduate Studies Committee will consider special requests for appointments to the Graduate Faculty for persons not having a continuing salaried appointment with the College. Such requests will be reviewed to determine whether there is a need for the appointment and an expectation of contribution to graduate education in the College. All Graduate Faculty appointments are subject to periodic review by the Graduate Studies Committee, and may be withdrawn or the category altered if the needs of the College or the contribution of the individual has changed. Further information on MS thesis, and PhD general examination and dissertation committee membership may be found in the College Student Handbook.

D. Voting Faculty

All members of the regular faculty with appointments of 50% time or more who have the College as their TIU are eligible to vote on all issues, except on matters related to personnel (e.g., appointment, promotion and tenure) where university policies shall prevail.

Decisions regarding non-personnel matters that require a faculty vote may be made in regularly scheduled or special faculty meetings, provided a quorum is present. A quorum will consist of 60%

or more of the eligible voting faculty. Any policy or proposal subject to a vote will be adopted if a simple majority (>50% of those eligible) vote in the affirmative. Faculty voting procedures on personnel matters (including faculty appointments, tenure, or promotion decisions) are described in Appointments, Promotion and Tenure Criteria and Procedures.

Absentee ballots are disallowed by University policy because deliberation is a requisite component of the decision-making process. Faculty members not present are strongly encouraged to participate in the discussion via teleconference and vote by private telephone conversation with designated College staff.

In cases where eligible voting faculty members abstain or recuse themselves, the denominator is reduced accordingly and majority vote relates to this modified denominator. The modified denominator must equal or exceed the number required for a quorum. A modified denominator does not apply to a vote regarding personnel matters, as specified in the College Appointment, Promotion, and Tenure document.

IV. OVERVIEW OF COLLEGE ADMINISTRATION AND DECISION-MAKING

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

A. Current administrative structure. A figure displaying the current administrative structure of the College may be found at: <T:\Office of the Dean\Table of Organization>.

It should be noted that the structure lends itself to flexibility, allowing for the addition or change of Divisions, etc. as needed.

B. Creation of new administrative units. Creation of new academic units (for instance, Divisions) within the College will follow procedures outlined in Chapter 3335-3-34 of the Rules of the University Faculty (<http://trustees.osu.edu/rules/university-rules/rules3/ru3-34.html>). Creation of new College centers will be pursuant to Rule 3335-3-36 of the Rules of the University Faculty (<http://trustees.osu.edu/rules/university-rules/rules3/ru3-36.html>) and will follow the procedures outlined here.

Proposals for new centers should include the following information:

1. The mission of and rationale for the new center and its alignment with the College's strategic goals;
2. The administrative and reporting structure of the new center, the specific responsibilities of the center's director and oversight committee, and a plan for the development of a pattern of administration for the center that includes center membership criteria;
3. A list of faculty expressing interest in associating with the new center;

4. The expected budget for the first year of operation, existing or new personnel, equipment, facilities, and operating costs required to establish the center, and internal and external funding sources for the center;
 5. An evaluation plan, including specific goals and criteria by which the success of the center will be measured.
- C. Alteration/dissolution of College academic units is governed by Rule 3335-3-37 in the Rules of the University Faculty

<http://trustees.osu.edu/rules/university-rules/rules3/ru3-37.html>

- D. Review or alteration of College centers Pursuant to Rule 3335-3-36 of the Rules of the University Faculty (<http://trustees.osu.edu/rules/university-rules/rules3/ru3-36.html>), all College centers will be reviewed through annual reports provided to the Dean, which should be prepared with input from the oversight committee, to include the following information:
1. A list of programming and accomplishments by the center during the year;
 2. Results of the evaluation of the center, including: 1) an assessment of the center's success in meeting the goals of its mission statement; 2) a recommendation as to whether the center should continue; and 3) if applicable, comments about areas of the center to be modified or altered;
 3. A description of goals and objectives for the center in the coming year, and in the long term;
 4. Funding requests for personnel, equipment, facilities, and operating costs; and internal funding sources for the center;
 5. A review of outreach and engagement activities; and
 6. A description of current and potential funding plans for all activities of the center.

V. COLLEGE ADMINISTRATION

A. Dean

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

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

Specifically, the Dean shall:

1. Have general administrative responsibility for the College;
2. Operate the business of the College with efficiency and dispatch;
3. Plan with the members of the faculty and Provost a progressive program and continuously evaluate the instructional and administrative processes of the College and lead in the study of methods of improving them;
4. Be responsible for the strategic planning for the College;
5. Develop, in consultation with the faculty of the College, a Pattern of Administration. This Pattern of Administration shall be made available to all current and prospective members of

the faculty of the College, and a copy shall be deposited in the office of the Dean. At the beginning of each term of the Dean, the members of the College faculty and the office of the Provost shall receive either a revision or reaffirmation of the current Pattern of Administration;

6. Evaluate Associate Deans and Division Chairs annually in accordance with criteria approved by the Board of Trustees and subject to instructions from the Provost, and also according to such supplemental criteria as established by the College. (See rule 3335-3-35 (c) (8) of the *Rules of the University Faculty*)

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

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

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

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

19. Attend meetings and be a full voting member of the Council of Deans and the Health Sciences Deans;
20. Solicit annually, from all faculty, requests and suggestions of names of faculty members to be reviewed for promotion in rank or for non-mandatory review for promotion and tenure;
21. Appoint an Associate Dean or other tenured member of the faculty as Acting Dean for the College when the Dean is away from the university for an extended period, or is unable to fulfill the responsibilities of the office; and
22. Represent the College to all external groups, both within the University and in the broader community, so as to promote the activities of the College and build linkages to external groups.

B. Associate Deans

The Associate Deans shall be appointed by the Dean, after consultation with the Executive Committee, following the University Office of Academic Affairs policy on the appointment of Associate Deans.

1. The Associate Deans shall have a faculty appointment as Associate Professor or Professor with tenure in the College, and shall be appointed by the Dean, after consultation with the Faculty.
2. Associate Deans will be appointed (and reappointed) for a term of four years. During the fourth year of the appointment of each Associate Dean, the Dean shall conduct a review of the activities of the Associate Dean, in accordance with established policy.
3. Associate Deans serve as members of the Executive Committee and as voting members of the faculty.
4. Associate Deans participate in the development of the Strategic Plan for the College.
5. In addition to 1-4 above, the Senior Associate Dean for Academic Affairs shall:
 - a. Oversee the College's academic programs and curricula;
 - b. Interact and consult with Division Chairs, the Graduate Studies Committee and the faculty regarding academic program policies and procedures;
 - c. Work with the Associate Dean for Research to identify and determine alignment of research with academic programs;
 - d. Promote the development, delivery and continuous improvement of academic programs and curricula in the College;
 - e. Attend appropriate meetings of other college Academic Deans;
 - f. Serve as liaison to the Association of Schools of Public Health (ASPH) and the Council on Education for Public Health (CEPH) for matters concerning academic affairs and program accreditation;
 - g. Lead and manage self-study preparation for CEPH accreditation;
 - h. Supervise the Director, Office of Academic Programs and Student Services and oversee the Office of Academic Programs; and
 - i. Oversee the Student Advisory Committee.
6. In addition to 1-4 above, the Associate Dean for Research shall:
 - a. Promote and facilitate interdisciplinary research within the College;
 - b. Promote collaborative research opportunities;
 - c. Advise on private sector research opportunities;

- d. Disseminate notices of funding opportunities;
- e. Assist and mentor junior faculty in developing and submitting research proposals;
- f. Attend appropriate meetings of other college Research Deans;
- g. Supervise staff in the Office of Research; and
- h. Serve as liaison to the Association of Schools of Public Health (ASPH) for matters concerning research activities.

C. Assistant Deans

The Assistant Deans shall be appointed by the Dean, after consultation with the Executive Committee, following the University Office of Academic Affairs policy on the appointment of Assistant Deans.

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

D. Division Chairs

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

The Division Chair shall:

1. Lead and manage the Division.
2. Provide leadership in planning and evaluating the Division's curriculum in consultation with Division faculty, the Graduate Studies Committee, the Senior Associate Dean for Academic Affairs, and the Dean.
3. Assign faculty teaching responsibilities and schedules, and establish scholarly expectations and service obligations, after consultation with the faculty and in accordance with the policies on faculty duties and responsibilities and the Appointment, Promotion, and Tenure document;
4. Circulate to all Division faculty a written report on the teaching responsibilities of every Division faculty member prior to the beginning of each academic year;
5. Communicate and explain any variations in basic faculty responsibility;
6. Ensure high instructional standards, which includes evaluation of teaching;
7. Ensure compliance with standards to maintain accreditation status, including the preparation of self-study reports and annual reports, and coordinating site visits, evaluations and responses to summary reports;

8. Act as the immediate supervisor of the faculty within a Division;
9. Recommend or assign College and University committee assignments after consultation with the involved faculty;
10. Recruit and recommend candidates for appointment to the regular and auxiliary faculty and staff;
11. Evaluate faculty and staff annually in writing, and recommend to the Dean personnel for merit salary increases, for tenure and promotion, and for emeritus status, following accepted University policies, procedures and guidelines;
12. Serve on and attend meetings of the Executive Committee; keep the Division faculty informed about the committee decisions;
13. Maintain working relationships with organizations and individuals external to the university which will strengthen the mission of the College and Divisions in coordination with the Dean.
14. Oversee and maintain control of Divisional expenditures for the operating budget and use of funds from other Divisional accounts; assess fiscal needs of the Division, which include personnel, materials, equipment, operating expenses, and physical space. These needs will be communicated to the Dean for development of the College's annual budget.
15. Arrange meetings of the entire Division faculty regularly during the academic year. The Division Chair shall provide a meeting schedule to all Division faculty before the start of each quarter. Meeting minutes will be kept and distributed to the faculty.
16. Assist, support, and encourage the Division faculty in developing a quality research program and obtaining external funding.
17. Oversee all students in the Division and address their concerns about course work, teaching/research assistantship, and other academic issues.
18. Assume other activities in consultation with the Dean.
19. Have the prerogative, where appropriate, to delegate responsibilities to other Division faculty, on a mutually agreeable basis.

E. Center Directors

1. Center Directors shall have a regular faculty appointment as Associate Professor or Professor in the College of Public Health, and shall be appointed by the Dean, after consultation with the Executive Committee. The term of appointment and reappointment for each Director will be four (4) years, subject to satisfactory performance reviews. During the fourth year of the appointment of each Director, the Dean shall conduct a review of the activities of the Director, in accordance with established policy.
2. The Center Director shall:
 - a. Lead and manage the Center personnel;
 - b. Develop, implement and evaluate the Strategic Plan for the Center;
 - c. Develop and manage the Center budget for personnel and operations, including overseeing and maintaining control of expenditures, assessing fiscal needs of the Center, which include personnel, materials, equipment, operating expenses, and physical space;
 - d. Recruit and recommend personnel for hire;
 - e. Plan and conduct annual reviews of personnel;
 - f. Communicate and explain any variations in personnel responsibilities;

- g. Foster an atmosphere of positive morale, civility, accountability and excellence among Center personnel;
- h. Coordinate efforts to pursue and secure external funding applicable to the Center's Strategic Plan;
- i. Serve on and attend meetings of the College Centers Committee and other appropriate committees; keep the Center personnel informed about the Committee decisions;
- j. Establish and sustain working relationships with organizations and individuals external to the College and University which will strengthen the mission of the College;
- k. Conduct meetings with Center personnel;
- l. Assume other activities in consultation with the Dean; and
- m. Delegate appropriate responsibilities and authority to Center personnel.

F. Faculty Meetings

1. The Dean will provide a schedule of all regular faculty meetings to all faculty members before the start of each semester. See rule 3335-5-16 of the *Rules of the University Faculty*:

<http://trustees.osu.edu/rules/university-rules/rules5/ru5-13-16.html>

2. The Dean shall be responsible for maintaining and distributing the minutes for all faculty meetings and shall keep records of all actions covered by the Pattern of Administration of the College. The Dean, in consultation with the Executive Committee, sets the schedule and agenda for faculty meetings. However, any faculty member may propose items for the agenda to the Dean, the Executive Committee, or the faculty as a whole during a scheduled meeting. Minutes may be amended at the next faculty meeting by a simple majority (>50% of those eligible) vote of the faculty who were present at the meeting covered by the minutes.
3. For purposes of discussing College business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as 60% or more of the eligible voting faculty. Any policy or proposal subject to a vote will be adopted if a simple majority (>50% of those eligible) vote in the affirmative.
4. Either the Dean or one-third of all faculty eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by a majority (>50% of those eligible). Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting except for personnel matters.
5. When a matter must be decided and a quorum of faculty eligible to vote cannot be achieved, the Dean will necessarily make the final decision.
6. The College accepts the fundamental importance of full and free discussion, but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally, College meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

G. Committees

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

Standing Committees of the College are:

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

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

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

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

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

1. Executive Committee
 - a. Membership

The voting members of the Executive Committee shall include:

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

Other individuals, such as the Director of HOPES and Directors of other Centers may attend upon the request of the Dean and/or the Executive Committee for specific topics.

b. Meetings

The Executive Committee shall meet at least once each month.

c. Responsibilities

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

2. Appointment, Promotion, and Tenure Committee

a. Membership

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

b. Meetings

- 1) The Committee will meet as needed to conduct business, consider new appointments, and review promotion and tenure requests. A quorum of 80% of Appointment, Promotion, and Tenure Committee members is required to participate in order to conduct business.
- 2) Meetings are closed to all others except when the Committee feels the necessity to add expertise to aid in a review.

c. Responsibilities

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

3. Graduate Studies Committee

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

a. Membership

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

b. Responsibilities

- 1) Review and make recommendations to the faculty about major program structure and policy decisions. Examples include major changes in degree requirements or the designation of concentrations within the College for which degrees may be obtained.
- 2) Review applications materials and recommend students for admission.
- 3) Establish and coordinate policy in areas having College-wide impact, including:
 - a) courses shared by more than one degree program as requirements;
 - b) approval of new graduate courses or substantive changes to existing courses;
 - c) development of sources of student support and establishment of policies for its allocation;
 - d) establishment of policies for Graduate Associate positions funded by the College.
- 4) Monitor student progress and recommend actions to the Graduate School as necessary.
- 5) Review student petitions and act or make recommendations.

- 6) Promote growth and excellence in graduate education, and visibility of the College nationally and internationally.
- 7) Coordinate student recruitment efforts.

4. Undergraduate Studies Committee

The Undergraduate Studies Committee (USC), in collaboration with the Senior Associate Dean for Academic Affairs, concerns itself primarily with policy issues and overall coordination and direction of undergraduate academic programs and courses in the College. This specifically includes the BSPH degree with interdisciplinary specializations, the undergraduate minor, and also public health General Education (GE) courses. The Undergraduate Studies Committee may create subcommittees or other structures and delegate portions of its activity to them, while retaining the final responsibility.

c. Membership

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

d. Responsibilities

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

5. Diversity Enhancement Committee

a. Membership

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

b. Meetings

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

c. Responsibilities

- 1) Promote a culture of diversity within the College.
- 2) Advise the Dean on activities that will promote a culture of acceptance such as workshops, periodic surveys, and presentations involving guest speakers focused on the topic of Diversity.
- 3) Monitor implementation of the College's Diversity Plan.

6. Information Systems Advisory Committee

a. Membership

The Information Systems Advisory Committee (ISAC) is composed of College faculty and staff. Members are appointed by the Dean and serve three-year terms. Permanent members will include:

- the Director of the Office of Academic Programs and Student Services,
- the Executive Director of Advancement,
- the Director of Information Systems,
- the Facilities Manager, and
- the Assistant Dean for Finance and Administration.

Each Division will nominate one faculty member from to serve on the committee for a three-year term. Student organizations of the College also have the opportunity to place a representative on the Committee if so desired. ISAC members elect a faculty member to serve as Chair for a three-year term. The Committee is structured so that when a new

group of members begins their three-year term, at least half of the Committee has served a minimum of one year.

b. Meetings

The Information Systems Advisory Committee shall meet as necessary to meet the charge of the Committee.

c. Responsibilities

- 1) Plan for the short and long-term information technology and systems needs of the College.
- 2) Advise the College Executive Committee about strategy and implementation related to web and educational services, such as Carmen, and web-based communications and marketing tools.
- 3) Serve as a review and advisory group to consider new investment decisions with regard to IS infrastructure within the College.
- 4) Provide suggestions to the Executive Committee of the College and the IS team, as needed, regarding the purchase and adoption of information technology hardware and software.
- 5) Advise the IS team as they grow and develop as a centralized resource for faculty and staff.

7. Centers Committee

The Centers Committee is responsible for recommending, reviewing and discussing activities of College Centers and grant-funded research and training Centers in order to identify areas of collaboration and cooperation. College Centers include the Center for Public Health Practice (CPHP) and the Center for Health Outcomes, Policy and Evaluation Studies (HOPES). The grant-funded centers include the CDC-funded Prevention Research Center (PRC) and the HRSA-funded Ohio Public Health Training Center. Additional centers would be added as they are developed in the College.

a. Membership

The Centers Committee is chaired by the Associate Dean for Research and shall consist of the College Center Directors (i.e., CPHP, HOPES) and the Principal Investigators of the grant-funded centers (i.e. PRC, OPHTC).

b. Meetings

The Committee will meet as needed to conduct business regarding Center activities.

c. Responsibilities

1. Review and discuss major goals and initiatives of the Centers.

2. Plan for and/or identify and implement areas of collaboration and cooperation, including center-specific goals and initiatives as well as shared resources (e.g., personnel, space).

8. Awards Committees

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

a. Membership

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

b. Meetings

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

c. Responsibilities

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

9. College Investigations Committee

Per University Faculty Rule 3335-5-04

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

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

10. Salary Appeals Committee

Per the University Office of Academic Affairs Policies and Procedures Handbook, a Salary Appeals Committee shall be convened to respond as needed to requests for Salary Appeals within the College, with membership appointed as appropriate to the nature of the appeal.

H. Student Participation in College Governance

Student participation in College governance is strongly encouraged, including attendance and participation at College and Division faculty meetings, on standing committees, and on search and other ad hoc committees, with the exception of the Executive Committee and the Appointment, Promotion, and Tenure Committee. Unless otherwise specified in the Pattern of Administration, student attendees are non-voting. Students may organize themselves as they deem appropriate, whether around a single student organization or around program-specific

organizations. The Director, Office of Academic Programs and Student Services will serve as the chief liaison between the administration of the College and the students in the College and work to ensure student representation.

VI. ADMINISTRATIVE POLICIES

A. Faculty Duties and Responsibilities

1. General Expectations

The Ohio State University is classified as a doctoral/research-extensive university (Carnegie Foundation for the Advancement of Teaching), and has as its overarching goal to be among the world's truly great universities. Faculty members in the College are expected to devote their energies, skills, and knowledge to fulfilling the vision, mission, and objectives of the College and the University.

Each faculty member is expected to meet individual responsibilities in the areas of teaching, scholarship, and service. Variations among individual faculty members in the balance of these three areas of activity are expected, and may be related to the type of appointment and the stage of the person's career. This variation must result from agreement between the faculty member's Division Chair and the faculty member. When such a variation occurs, excellence is still expected and the relative proportion of effort dedicated to specific activities will be adjusted. In general, however, the College is judged according to how well it meets the University's goals and objectives.

While there is considerable freedom built into faculty members' work in the College, there are certain obligations that all faculty members are expected to meet. These obligations include: course commitments and attendance at College and Division faculty meetings, assigned committee meetings, the annual College retreat, and other scheduled events such as College recognition ceremonies and functions.

The College will benefit from regular face-to-face interaction among its faculty, students and staff. Such interaction leads to new ideas for research, to better courses, and to a generally more collaborative and collegial culture in the College. Consistent with University rules, all faculty are expected to be available throughout each on-duty term.

For general University policy, refer to the University Office of Academic Affairs Policies and Procedures Handbook. See also rules 3335-5-07 and 3335-5-08 of the Rules of the University Faculty:

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

2. Expectations by Type of Appointment

Rule 3335-5-19 describes the basic differences in expectations for the types of faculty appointments made in the College.

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

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

a. Regular Tenure Track

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

b. Regular Clinical Track

The regular clinical track is intended for faculty members whose primary contribution is in teaching or professional practice. Because of this, regular clinical-track faculty members must demonstrate excellence in teaching and service/professional practice. They are also expected to contribute to the scholarly mission of the College in ways appropriate to their other activities. These may include collaboration with others in research activity, publishing in the professional practice literature, making presentations at professional meetings, developing continuing education offerings, and developing educational innovations.

c. Regular Research Track

The regular research track is intended for faculty members whose primary contribution is in research and scholarship. Faculty in the regular research-track may engage in limited teaching or professional practice activities, but teaching and practice cannot be a required part of their workload. In addition, regular research-track faculty must not be engaged continuously in the same instructional activities as tenure-track faculty.

Regular research-track faculty members are expected to achieve excellence as researchers, demonstrated both by the quality of their work and their ability to attract external support. Evidence must also indicate that the faculty member can be expected to continue a program of high-quality scholarship supported by external funding consistent with the mission of the College.

Persons appointed to the regular research-track are expected to obtain external support to cover 100% of their salary. The specific time frame within which this must be accomplished, and the degree to which failure to attain that support will affect either the renewal of the appointment or the individual's salary, will be stated clearly in the contract for the position.

d. Auxiliary Faculty

Paid auxiliary faculty members are appointed annually, and their duties and responsibilities are specified for each new or renewed appointment. Although this may vary with the specifications of the appointment, in general, teaching and

service/professional practice must be areas of excellence for paid auxiliary faculty. These faculty are also expected to make such scholarly contributions as appropriate in consideration of their other activities, similar to regular clinical-track faculty members.

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

3. Areas of Duty and Responsibility

a. Teaching

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

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

- 1) All tenured and tenure-track faculty members with primary appointments in the College are expected to teach at least one 3 credit semester course in each academic year. The actual teaching assignments will be determined by their Chair according to guidelines established for the College. Changes to the teaching guidelines are subject to a vote of the faculty.
- 2) Primary teaching responsibility means the faculty member has the responsibility for organizing the course, for making the presentations in the course, for establishing and respecting office hours, and for evaluating student performance.
- 3) The presentations in the course (i.e., classes) may be shared with others. The faculty member responsible for the course has the responsibility to select other presenters and monitor their teaching performance.
- 4) It is the policy of the University that evaluation of instruction in all courses and of all faculty members is required. The evaluation of teaching is a continuous and multifaceted process in which data are obtained from multiple sources, including from students, peers, and administration, review of syllabi and other course materials, and from the faculty member's self evaluation. The procedures for evaluation of instruction are guided by the principles set forth in the University Office of Academic Affairs guidelines. Student Evaluation of Instruction (SEI's) reports must be included in each faculty member's annual inventory of activities.

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

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

b. Advising Activity

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

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

c. Scholarly Activity

The expectation is that every faculty member will engage in scholarly activity. The nature of that activity and its intensity may vary, depending on the type of appointment held by the individual. For regular clinical-track and auxiliary faculty, the scholarly activity may include activities other than traditional research, such as the development of teaching cases, writing for practice-oriented audiences, etc. However, clinical-track and auxiliary faculty members can also be valuable collaborators in traditional research projects even if they do not take a leading role.

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

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

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

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

- 1) All tenured and tenure-eligible faculty will apply for external research support that includes salary recovery. Preference should be given to those agencies that promote the highest quality peer-reviewed science for the discipline (for example, NIH-funded projects);
- 2) Graduate student (stipend and tuition) and other project support should be requested in grants whenever possible; and
- 3) A probationary tenure-track faculty member is expected to have competitive external funding by the fourth year review.

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

d. Service Activity

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

4. Departures from Standard Duties and Responsibilities

a. Part-time appointment

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

b. Term of appointment

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

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

c. Administrative and other assignments

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

B. Course Offerings and Teaching Schedules

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

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

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

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

C. Allocation of College Resources

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

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

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

7. Incentive Plan

Faculty who have their TIU in the College and for whom salary recovery from external sources accrues entirely to the College will be eligible for incentives as described in this section. Faculty who have their TIU in the College and for whom salary recovery from external sources accrues in part to the College will be eligible for these incentives on a prorated basis according to the percentage of salary recoverable to the College. Distributions of incentives for faculty on Faculty Professional Leave, Special Research Assignment and other leaves of absences will be handled on a case-by-case basis by the Division Chair in consultation with the Executive Committee.

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

the salary recovery will be distributed among the discretionary account, the Division, and the College. The specific distribution and indirect cost recovery weighting scheme will be determined by the Dean, with input from the Executive Committee.

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

- Grant awards received (grants that include salary recovery are particularly important)
- Submission of competitive grant proposals.
- Publication of research articles in high impact refereed journals.

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

D. Additional Policies

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

E. Disclaimer

The policies in section VI.A-E. do not constitute a contractual obligation. Fluctuations in demands and resources in the College and the individual circumstances of faculty members may warrant temporary deviations from these policies.

VII. LEAVES AND ABSENCES

A. Faculty Professional Leave

Faculty professional leave (FPL) is a formal departure from regular academic duties. Faculty wishing to engage in FPL should become acquainted with the policies outlined in the University Office of Academic Affairs handbook and consult with their Division Chair before applying for leave. FPLs are subject to the approval of the Dean, University Office of Academic Affairs, and Board of Trustees. A comprehensive description of all specific application and approval criteria is available in the University Office of Academic Affairs Policies and Procedures Handbook and at the link provided below.

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

B. Special Assignment

Special assignments (SAs) are designed to provide faculty with a release from some regular duties for a period up to one semester to concentrate on a unique research, service, or teaching endeavor or invest in a relatively brief professional development opportunity. SA opportunities are awarded

based on the quality of the faculty proposal, the potential benefit of the SA to the College, and the extent to which the requesting faculty member's responsibilities and/or assignments can be adequately covered. A comprehensive description of all specific application and approval criteria is available in the University Office of Academic Affairs Policies and Procedures Handbook and at the link provided below.

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

C. Other Paid Leaves

Other types of paid leave such as, but not limited to, Paid Parental leave are also available within the College. A comprehensive description of all specific application and approval criteria is available from the University Office of Human Resources:

http://hr.osu.edu/benefits/pu_leaves.aspx

Short-Term Disability leave details are available at:

http://hr.osu.edu/benefits/db_shorttermdisability.aspx

D. Unpaid Leaves of Absence

Faculty may request unpaid leave of absence (ULA) for personal or professional reasons. Requests for ULAs should be made in writing as far in advance as possible from the time of leave. Approval is based on the nature of the request, the positive and/or negative impact of the leave on the College, and the extent to which requesting faculty member's responsibilities and/or assignments can be adequately covered. A comprehensive description of all specific application and approval criteria is available from the University Office of Human Resources:

http://hr.osu.edu/benefits/pu_leaves.aspx

VIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

Faculty members are expected to carry out the responsibilities of their primary appointment at a high level of competence prior to seeking and/or engaging in supplemental and external consulting activity. All external consulting and supplemental compensation activities must be approved by the Dean and Division Chair prior to the initiation of the activity. A comprehensive description of all University policies pertaining to supplemental compensation and paid external consulting are available in the University Office of Academic Affairs Policies and Procedures Handbook, and at the following link:

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

IX. GRIEVANCE PROCEDURES

Faculty, staff, or students with grievances should discuss them with the Division Chair who will review the situation as appropriate. If a resolution to the grievance is not achieved through this review process, a comprehensive description of the further University review processes in place for specific types of complaints and/or grievances are available in the University Office of Academic Affairs Policies and Procedures Handbook and at the links provided below.

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

Members of the College with grievances should discuss them with the Division Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Below are described the procedures for the review of specific types of complaints and grievances.

A. Salary Equity

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter of salary equity with the Division Chair and the College Dean. The faculty or staff member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the Dean and wish to pursue the matter may be eligible to file a more formal salary appeal (the University Office of Academic Affairs Policies and Procedures Handbook):

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

Staff members who are not satisfied with the outcome of the discussion with the Dean and wish to pursue the matter should contact Consulting Services in the Office of Human Resources (www.hr.osu.edu/).

B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04:

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

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05:

<http://trustees.osu.edu/rules/university-rules/rules5/ru5-05.html>

D. Sexual Harassment

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

E. Student Complaints

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

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

The Code of Student Conduct is Faculty Rule 3335-23:

<http://trustees.osu.edu/rules/code-of-student-contact.html>

X. PROCESS FOR AMENDING THE PATTERN OF ADMINISTRATION

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

Rules for Amending the Pattern of Administration:

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

XI. IMPLEMENTATION OF THE PATTERN OF ADMINISTRATION

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

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