



## GOVERNANCE DOCUMENT 2024

**Approved: April 22, 2024**

Steven Shapiro, MD, Senior Vice President for Health Affairs

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## **I. EXECUTIVE AUTHORITY**

As a non-profit public benefit corporation, the University of Southern California (USC) is governed by the Board of Trustees. The Board of Trustees establishes policies, exercises powers as stated in the Bylaws of the University, controls property and conducts the affairs of the University. The Board of Trustees delegates certain powers to the President of the University and serves as the ultimate decision-making unit. The President of the University is the chief executive officer in charge of all University operations. He or she is responsible for carrying out policies established by the Board of Trustees and has the power to delegate authority to the officers and academic executives of the University.

The President of the USC has delegated the responsibility for academic affairs for the five health sciences schools to the Senior Vice President for Health Affairs (SVP Health Affairs), and the SVP Health Affairs has delegated the operation of the USC Suzanne Dworak-Peck School of Social Work (SDP-SSW) to the Dean of the School.

The governance policies and practices of the SDP-SSW will be in accord with the policies and practices of the University including those stated in the Bylaws of the University. If this document differs in any way from the most recently approved edition of the Faculty Handbook of the USC or other University policies, those documents take precedence over this governance document.

## **II. RESPONSIBILITY OF THE DEAN OF THE SDP-SSW**

The Dean will be responsible for the operation of the USC SDP-SSW. The Dean's responsibilities will include those stated in the Bylaws of the University and also to:

- enable the faculty to develop and maintain outstanding educational programs for social work students, nursing students, undergraduate students, graduate students, postdoctoral trainees, professional development students, and postgraduate students;
- recruit and retain a faculty that excels in educational, research, and clinical endeavors;
- provide an environment that encourages scholarly activity;
- manage all fiscal matters pertaining to the operation of the school;
- appoint, subject to the approval of the SVP Health Affairs, administrators with direct reporting to the Dean, including, but not limited to, Senior Deans (Vice Deans, Senior Associate Deans, and Associate Deans) that are deemed necessary for the effective administration of the SDP-SSW. With the approval of the Dean, Senior Deans may appoint Assistant Deans and Program Directors to help them carry out their duties. All Senior and Assistant Deans/Program Directors will serve at the pleasure of the Dean, SVP Health Affairs, and President of the University.
- make available (either by posting online or by other available mechanisms) an up-to-date organizational chart of the Administration, a description of the roles of administrative offices and the names of individuals holding senior positions in those offices;
- establish a process to keep faculty members informed regarding major initiatives, departures, and appointments of senior administrators and searches to fill faculty positions and administrative offices;
- provide the USC SDP-SSW Faculty Council resources for administrative support.

At the Dean's discretion, the dean may appoint Task Forces charged with assessing needs of the school, identifying and analyzing problem areas within the school, or making recommendations to solve problems or improve the school. It is the responsibility of the Dean to consult with the USC SDP-SSW Faculty Council about issues of substance affecting the school.

The Dean is the Chief Academic Officer of the SDP-SSW and is responsible for overseeing the implementation of the SDP-SSW's mission for education. In that role, the Dean delegates authority over all educational programs to the program directors (or other responsible administrators designated by the Dean).

## **III. THE FACULTY OF THE SDP-SSW**

### **A. FACULTY AT LARGE**

For the purposes of this governance document, the faculty of the USC SDP-SSW includes all persons with full-time and part-time academic appointments for tenure track and research, teaching, lecturers, and practicum education (RTPC) at the SDP-SSW.

The Faculty of the USC SDP-SSW, through its elected representatives on the SDP-SSW Faculty Council, committees, or other representatives or delegates, will contribute to long-range planning, and achievement of the goals and objectives of the SDP-SSW.

The Faculty of the USC SDP-SSW, through its elected representatives, the USC SDP-SSW Faculty Council, and its delegates, faculty committees, or other faculty representatives, will be primarily responsible for making recommendations to the Dean relative to all matters pertaining to academic policy and faculty status within the SDP-SSW. Such academic policy matters will include, but are not necessarily limited to those for:

- social work students, nursing students, undergraduate students, graduate students, postdoctoral trainees, professional development students, and postgraduate students: admissions, curriculum, evaluation, discipline and student affairs, as applicable;
- faculty: appointments, promotions, quality of research and quality of educational programs and professional development;

#### **IV. ADVISORY BODIES TO THE DEAN**

##### **THE SDP-SSW FACULTY COUNCIL**

##### **PURPOSE**

The USC SDP-SSW Faculty Council is a faculty advisory group to the Dean. It represents the faculty of the School as stated in the Constitution of the Academic Senate. It is concerned with issues directly related to faculty status, responsibilities, and welfare within the SDP-SSW. It serves as a deliberative and consultative body for the Dean of the SDP-SSW, with power to make studies, reports and recommendations directly to the Dean on matters pertinent to the functioning of the SDP-SSW.

These bylaws represent the operating principles of the Faculty Council of the USC SDP-SSW. These principles will apply to the deliberations of that body. If there is conflict between these principles and the Faculty Handbook of USC, as revised from time to time, or the Governance Document of the USC SDP-SSW, as revised from time to time, the Faculty Handbook and Governance document prevail.

##### **PRINCIPLES**

The Dean will consult regularly with the Council for advice on important issues facing the school, and, as much as possible, to provide it with necessary information or means of obtaining it. The elected members of the SDP-SSW are expected to be junior and senior faculty whose judgment is respected and valued, and who reflect the diversity of the school. The Council members should have a concern for the School's overall interests and represent the faculty in policy matters introduced by either the School or the University's governing bodies.

##### **ROLE**

The SDP-SW Faculty Council:

- serves as a deliberative and consultative body with the authority to survey the faculty and make studies, reports, and recommendations on all matters that have a significant bearing on the work or status of the faculty.
- identifies issues of highest priority to the faculty and may discuss and debate current issues and matters of interest to the faculty.
- advises the Dean and makes recommendations on major reorganizations of the School governance.
- advises the Dean on academic and faculty status matters and concerns.
- advises the Dean on budget and administrative issues.
- advises the Dean as needed on policies relating to faculty personnel matters, including recruitment, appointments, merit standards, workload policies, and tenure and promotion procedures.
- makes recommendations to the Dean for appointments to certain committees, actively solicits faculty volunteers to serve on school standing and ad hoc committees, where appropriate.
- advises the Dean on strategic hiring plans for the school.

- provides oversight of the performance review process in collaboration Faculty Affairs, including setting metrics and managing the appeals process.
- advises and counsels the Dean on the appointment and reappointment of chairs and directors, including endowed professorships and Center directors.
- The Chair and the Vice Chair set the agenda for Faculty Council meetings and convene special meetings if required.
- The Chair and the Vice Chair set the agenda for full Faculty meetings in consultation with the Office of the Dean.
- The Chair and the Vice Chair (or designated appointees of Faculty Council) represent the School in the Academic Senate.

## **B. THE SDP-SSW CURRICULUM COUNCIL**

### **Curriculum Council**

The Curriculum Council roles include creating curriculum policy, reviewing learning outcomes, defining mechanisms to ensure academic progress of students, and setting standards of excellence for the classroom, whether virtual or traditional. The Curriculum Council will consult with the Office of the Dean prior to a full-faculty vote on curricular issues. Advice from students, employers and other constituent groups is important in this process. Curriculum Council is responsible for curricular activities related to any CSWE accredited program. The PhD program and the Nursing Department conduct their own curriculum review committees and make decisions within their respective programs in consultation with the Associate Dean of Academic Affairs and the Office of the Dean.

### **Curriculum Council Responsibilities**

- Reviews and recommends modifications for: individual courses, new course proposals, joint degree proposals, new degrees or modified degree requirements for CSWE accredited degrees, proposed changes in curriculum delivery, and proposed inter-institutional degrees;
- Manages curriculum to assess progression, impact, and congruence with CSWE accreditation and educational standards;
- Ensures the curriculum achieves congruence with external policy change, advances in scientific and practice knowledge, changing student characteristics, and faculty capacity;
- In conjunction with the Office of Academic Affairs, and based on previous year's assessment of strategic priorities and review of data collected/analyzed over the summer, sets plans for the year's work, including courses to be reviewed, gaps to be filled, expertise requested, subcommittee membership, and theme of annual curriculum faculty retreat (when held);
- In conjunction with the Office of Academic Affairs, provides Faculty Council and the Office of the Dean with a recommendation for the strategic hiring needs to support CSWE accredited instructional programs;
- Provides the Office of the Dean with a Year-end Report that focuses attention on a small number of key priorities based on review of data, analysis, small group discussions, and Curriculum Council decisions during the preceding academic year;
- Appoints sub-committees to assist with priorities, targeted reviews, learning outcomes, student issues, and ongoing curriculum management. Membership may be drawn from the entire faculty, especially course and track leadership.

## **C. STANDING COMMITTEES**

The Standing Committees at the SDP-SSW will function in an advisory capacity to the Dean, other Associate Deans, Directors and the faculty at large regarding matters of policy. The standing committees

will report either directly to the Dean, other Associate Deans, Program Directors and Faculty Council. Unless otherwise indicated, committees are advisory to the Dean, thus the Dean is not obligated to accept or implement the committees' recommendations. Guidelines for Standing Committees, as revised from time to time, are posted on-line at SDP-SSW (hyperlink to come).

#### **D. PROGRAM DIRECTORS OF THE SDP-SSW**

The USC SDP-SSW has programs directors for the PhD and DSW programs, MSW program, Nursing program, and Practicum.

#### **V. ADMINISTRATIVE OFFICES OF THE SDP-SSW**

##### **A. Academic Affairs**

The Associate Dean for Academic Affairs oversees the school's academic programs, the Office of Academic Operations and Strategic Development, the Office of Student Affairs, and the Office of Workforce Recruitment and Development. The Associate Dean for Academic Affairs oversees all curricular activities at the SDP-SSW, thereby ensuring consistency across, and demonstrable integration of, programs. The Associate Dean provides vision and leadership to combine all aspects of student affairs with the related areas of academic performance and curriculum structure, assessment, and accreditation. In addition, the Associate Dean participates in strategic planning for the school and supports the Dean in school fundraising initiatives. The Associate Dean for Academic Affairs works closely with the other associate deans and members of the Dean's Leadership Team. The Associate Dean for Academic Affairs in the USC SDP-SSW reports directly to the Dean of the school.

<https://dworakpeck.usc.edu/sites/default/files/2023-02/Associate%20Dean%20for%20Academic%20Affairs.pdf>

##### **B. Administration and Finance**

The Associate Dean of Finance and Administration for the USC SDP-SSW manages and oversees financial, administrative, and operational functions for the school, ensuring compliance, integrity, and adherence to guidelines. This position provides daily leadership and management for business operations, facilities, finance, human resources, payroll, and information technology, ensuring alignment with both the university's, and school's mission and core values. Additionally, the Associate Dean of Finance and Administration contributes directly to the development and implementation of strategic planning. The position provides advice to the Dean regarding budgetary issues and collaborates with the Dean's leadership team on academic, teaching, and research initiatives. Furthermore, the Associate Dean of Finance and Administration provides guidance for the efficient use of financial resources. The Associate Dean also maintains ongoing evaluation, analysis, and reporting on financial and operational performance against strategic priorities.

##### **C. Clinical Programs**

The Associate Dean for Community and Clinical Programs provides oversight and leadership for all clinical programs housed within the SDP-SSW. The Associate Dean is additionally responsible for leading a large and diverse group of clinical practicum education faculty in a variety of flexible teaching arrangements, which factor in assignments as liaisons, student placement responsibilities, and agency placement development. The Associate Dean is responsible for organizing and implementing practicum

education placement assignments in all MSW programs (on-the-ground and on the Virtual Academic Center (VAC), and provides oversight for the development of new practicum education settings; recruitment, orientation and training of practicum education instructors; and other traditional field responsibilities. The Associate Dean for Community and Clinical Programs reports to the Dean of the USC SDP-SSW, and serves as a member of the Dean's leadership team.

<https://dworakpeck.usc.edu/sites/default/files/2023-02/Associate%20Dean%20for%20Community%20and%20Clinical%20Programs.pdf>

#### D. Diversity and Inclusion

The Associate Dean for Inclusion and Diversity at the USC SDP-SSW is responsible for broad oversight of issues and strategic planning for initiatives that result in fair and equal opportunity and practice in recruitment and hiring, admissions, retention, career development and training for all faculty, staff and students within the School.

<https://dworakpeck.usc.edu/sites/default/files/2023-02/Associate%20Dean%20for%20Inclusion%20and%20Diversity.pdf>

#### E. Faculty Affairs

The Associate Dean for Faculty Affairs (or other responsible administrator designated by the Dean) will report to the Dean on all matters that pertain to faculty hiring, career development, evaluation, policies and practices, compensation (including equitable pay), appointment, promotion, benefits, and professionalism. The Associate Dean will counsel the Dean, senior leadership, and faculty with regard to policies and procedures of the University and the USC SDP-SSW including employment policies and benefits. The Associate Dean will specifically coordinate School activities related to faculty and senior leadership recruitment; including appointment to endowed chairs, annual faculty and senior leadership evaluations, comprehensive senior leadership and program director reviews, programs for faculty mentoring, salary proposal submission to the provost, nomination of faculty for honors and awards, awarding of sabbaticals, and other leaves, emeritus status, and retirement among other duties. The Associate Dean will be responsible for enhancing the effectiveness of the annual faculty evaluation of activities. The Associate Dean will work on behalf of the school and the Dean in faculty issues resulting in grievances and any disciplinary actions (which are governed by University-wide policies and procedures). The Associate Dean will supervise the personnel in the Office for Faculty Affairs, and any other senior associate, associate, and assistant deans appointed by the Dean to the Office of Faculty Affairs. The Associate Dean will serve an *ex-officio* support role for the USC SDP-SSW Faculty Council to facilitate communication between the Council and the Dean's office. The Associate Dean may constitute faculty committees to address faculty personnel matters as needed. The Associate Dean will act in concert with the Faculty Committee on Appointments and Promotions to advise the Dean on all faculty personnel actions involving rank and duration of appointment, promotions and tenure.

#### F. Associate Dean of Research

The Associate Dean for Research advances the research mission of the USC SDP-SSW by leading the Office of Research Affairs, leading efforts to promote collaborative interdisciplinary and translational research within and across schools, and supporting early- and mid-career faculty engaged in research. The Associate Dean for Research reports to the Dean and serves as a member of the Dean's senior leadership team. The Associate Dean for Research works collaboratively with all senior leaders and other executives of the school to promote and advance innovative and high-impact research within the school and effective communication among faculty engaged in research. The Associate Dean for Research provides oversight to the Office of Research Administration to facilitate the delivery of high-quality

services throughout the grant cycle, from pre-award submissions to post-award grants management, and works closely with the Senior Business Officer in managing operations. This includes support of various research functions, such as oversight of research infrastructure and core facilities, assessment of research space allocation in consultation with the space committee, and recommendations regarding bridge funding requests.

<https://dworakpeck.usc.edu/sites/default/files/2023-02/Associate%20Dean%20for%20Research.pdf>

#### G. Assistant Dean for Recruitment and Workforce Development

The Assistant Dean reports directly to the Associate Dean for Academic Affairs and oversees all recruitment and workforce development activities at the USC SDP-SSW, thereby ensuring consistency across, and demonstrable integration of programs. This appointment as Assistant Dean for Recruitment and Workforce Development represents a 75%-time administrative position. The Assistant Dean for Recruitment and Workforce Development provides vision and leadership in all areas of recruitment for programs of life-long learning such as academic programming, graduate certificates, and professional development Supervision and Connections: The Assistant Dean for Recruitment and Workforce Development oversees staff from the Recruitment Office and other staff who are supported by external funding to operate workforce development initiatives, including those that award stipends and scholarships. The Assistant Dean collaborates with the Office of Academic Operations and Strategic Development and the Office of Student Affairs both under the Associate Dean for Academic Affairs. The Assistant Dean for Recruitment and Workforce Development works with the Directors of the PhD/DSW, MSW, and MSN programs on matters and processes related to recruitment and workforce development, revision, and implementation in their programs.

<https://dworakpeck.usc.edu/sites/default/files/2023-02/Assistant%20Dean%20for%20Recruitment%20and%20Workforce%20Development.pdf>

## VI. AMENDMENTS

### *Governance Document*

Amendments to the Governance Document may be proposed by a majority vote of the SDP-SSW Faculty Council, by the Dean, or via a petition by 1/3 of full-time faculty members.

After amendments are proposed, the draft amended governance document will be posted online, and a notification sent to all faculty inviting them to review and comment for a 30-day period. At the end of the 30 days, the faculty council will review all comments and suggestions, and revise the draft amended document as appropriate. All comments from faculty require a written response from the Council, which will be posted for review, along with the final amended document.

The final amended document will be voted on by the Faculty Council and if it is approved by majority vote, will go to the Dean. The Dean will make a recommendation concerning the amendment to the SVP Health Affairs. Authority to amend the SDP-SSW Governance Document rests with the President of the University, or at their direction, the SVP Health Affairs.

### *Bylaws*

- A. Faculty Committee on Appointments and Promotions (FCAP)
- B. Bylaws of the Faculty Council

### *Appendix*

- A. Curriculum Council- Curriculum Duties Distribution Table