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Approved by Office of Academic Affairs:  
October 17, 2005

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INTRODUCTION
This document provides a brief description of the Department of Biomedical Informatics 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 department and its faculty are subject. The latter rules, policies, and procedures, and changes in them, take precedence over statements in this document.

These Patterns of Administration are subject to continuing revision. They must be reviewed in consultation with the faculty and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time subject to approval by the college office and the Office of Academic Affairs.

DEPARTMENT MISSION
The mission of the Department of Biomedical Informatics is to achieve an integrated understanding of biological functions and interactions between multiple components of a biological system across hierarchical levels of analysis, ranging from that of the gene to that of cell, tissue and organ as the next major frontier of biomedical science.

An overarching goal of the Department of Biomedical Informatics is to develop the insights and the technology needed to gather the information needed to quantify biological function and to develop detailed predictive biomedical models. These will be used to accurately describe normal physiological function, to understand mechanisms that underlie pathological processes and to evaluate medical and surgical interventions.

We intend to advance biomedical education and research in a new era of discovery and collaboration. We will reach excellence and national stature through leading edge research and technological advances in biomedical informatics and the integration of
information technology services. These leading edge applications in information technology cross all disciplines and will provide the base for teaching in the institution. The Department strives for excellence in the conduct of scholarship and research in basic and applied sciences, the education of undergraduate, graduate, post-graduate and professional students in the sub-disciplines and the provision of professional service and educational outreach for the general benefit of society.

The way medicine and teaching is practiced around the world is rapidly changing. Our commitment to teaching coupled with our research endeavors, will be a standard-bearer for this movement.

DIVISION OF ANATOMY MISSION
The mission of the Division of Anatomy is to strive for excellence in: 1) the education of undergraduate, graduate, post-graduate and professional students in the sub-disciplines of anatomy; 2) the conduct of scholarship and research in basic and applied anatomy; and 3) the provision of professional service and educational outreach for the general benefit of society.

FACULTY
For the purpose of this document, a faculty member is any person on regular contract at The Ohio State University with an academic rank of Instructor, Assistant Professor, Associate Professor, or Professor having at least a one-half time (50%) appointment in the BMI Department. (Rule 3335-5-19 in Rules of the University Faculty: http://trustees.osu.edu/rules5/ru5-19.html). All full-time, regular faculty who have non-zero fractional appointments have voting rights. Faculty with joint appointments or faculty with zero percent joint appointments do not have voting rights in the Department, except when designated by the chair as a member of a P&T committee. Research faculty have the same voting rights as regular faculty with the exception of curriculum issues. Research track faculty are not eligible to vote on the promotion and tenure of tenure track faculty.
ORGANIZATION OF DEPARTMENT SERVICES AND STAFF
The Department composition is divisional with Division Directors who report directly to the Department head.

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

DEPARTMENT ADMINISTRATION

CHAIR
The Chair is appointed by the Dean of the College of Medicine and Public Health. The chair is the administrative head of the department and represents the faculty of the department in dealing with the Dean and others in university administration as listed in the Rules of the University Faculty (Rule 3335-3-35: http://trustees.osu.edu/rules3/ru3-35.html). With respect to these Patterns of Administration, the duties of Chair shall included the following:

1. Have general administrative responsibility for the Department’s program, subject to the approval of the dean of the College.
2. Operate the department business efficiently.
3. Evaluate continuously department activities, and lead in the study of methods to improve them.
4. Plan with the members of the faculty and the dean of the College a progressive program.
5. Encourage research and educational investigations.
6. Ensure that all faculty, regardless of their assigned locations, are offered the departmental privileges and responsibilities appropriate to their rank.
7. Ensure that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

8. Prepare, with consultation from appropriate faculty and staff members, annual budget recommendations for the consideration of the Dean of the College.

9. Consult with the faculty as a whole on all policy matters. Such consideration will, whenever practical, be undertaken at a meeting of the faculty as a whole. Recommendations for faculty consideration may come from individual faculty, the Graduate Committee, the Executive Committee, the teaching faculty responsible for a segment of the curriculum, the Chair, or any designated faculty committee. There is a presumption favoring the use of majority faculty rule on all matters covered by the pattern of administration. Whenever majority faculty rule is not followed the Chair shall provide a written statement to the faculty explaining the reasons for the departure.

10. Evaluate faculty members annually in accordance with the criteria approved by the Board of Trustees, instructions given from the Executive Vice President and Provost, and supplemental criteria set up by the Department. The Chair will inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by the Department and to place in that file a response to any evaluation, comment, or other material contained in the file.

11. Recommend to the dean of the college, after consultation with the faculty, appointments, promotions, dismissals and matters affecting the tenure of members of the department.

12. Consult with the faculty in the selection of new faculty members. The Chair will appoint a faculty search committee when a faculty position is available. This search committee will make recommendations to the Chair. The Department Chair will make the final decision regarding faculty appointments.

13. Schedule regular faculty meetings. Minutes of all faculty meetings will be recorded and distributed to faculty.
DIVISION DIRECTORS

Division directors provide situational leadership and have responsibility for their assigned department divisions. Division directors are at-will appointments by the Chair and serve on a year-to-year basis. Division directors will be reviewed annually and reappointed, contingent on meeting the overall objectives and mission of the department. The duties of division directors include the following:

1. Manage the administration of the teaching programs, including undergraduate, medical, dental, and postgraduate courses.
2. Prepare an annual budget recommendation for the Chair and recommend non-faculty appointments (lecturers, graduate teaching assistants, medical students, teaching assistants, visiting professors, etc.).
3. Coordinate graduate teaching assistant appointments with the Chair of the Graduate Program. Identify new programs for revenue generation within the Division.
4. Provide administrative direction of the Division and assist the Chair in meeting his/her duties.
5. Develop criteria to quantify scholarship of faculty within the Division.
6. Provide outreach services at other locations as required.
7. Participate in committee work.
8. Seek resources outside the University to support research, education, and service activities.
9. Manage the administration of space for teaching, research, and service in assigned programs.
10. Develop overall Division budget scenarios for Departmental approval; anticipate and make recommendations for projected needs; develop and manage Division earnings accounts; manage the Division annual budget within budget guidelines determined annually.
11. Perform other duties as needed and/or applicable to specific divisions and assigned by the Department Chair.
COMMITTEES

The following committees will be standing committees of the Department:

1. Executive Committee – This committee is comprised of the Department Chair, Division Directors, the Chief Technology Officer, and the Administrative Manager who is an ad hoc member of this committee. The role of this committee will be to advise the Chair on any major issue of policy. This could include recruitment, space, finances, distinguished university awards, etc. Any member of this committee may raise agenda items for consideration.

2. Research Committee – This committee is comprised of the Department Chair and faculty members appointed by the Chair who are primarily research oriented and who have grant support. This committee should represent junior and senior research faculty within the Department. Appointed members will serve for one-year terms and may be reappointed annually. This committee will coordinate the overall research activities of the Department as a whole. The Grant Manager will be an ad hoc member of this committee, and will provide support and direction to Department wide research activities. All grant applications will be coordinated through that office.

3. Department Curriculum Committee – This committee is comprised of the Chair (or his or her appointee) and other faculty members who have graduate faculty status. The Department Chair appoints faculty members. A sufficient number of members are appointed to accommodate the workload. Requests for new course offerings should be approved by this Committee.

- Division Curriculum Committee – This committee is chaired by the appointed division director and consists of two or more faculty members from the applicable division. The Division Curriculum Committee shall work closely with the Department Research Committee. This Committee shall report to the Department Curriculum Committee and shall act in an advisory role to the Department Chair. Its duties are as follows:
1. Adopt a three-year curriculum plan and revise this plan annually. The plan shall include the following:
   a) Response to teaching assignments established by the College.
   b) Response to teaching requests from outside the Division, including but not limited to, courses, board reviews, residency programs, and post-graduate programs (Continuing Medical Education).
   c) Strategic planning of new courses and cancellation of existing courses.
   d) Faculty teaching assignments (teaching load).
   e) Establishment of contingency plans for teaching assignments in anticipation of faculty absence.
   f) Establishment of contingency plans for equitable balance between teaching and funded research, including recommendations for research bonus policies; release time; and alternatives, such as overload compensation.

2. Carry out other duties as determined by the Chair and the needs of the faculty.

4. *Appointments, Promotions and Tenure (AP&T) Committee* – As per Chapter 3335-6 of the rules of the University Faculty, the voting Appointments, Promotions and Tenure ("AP&T") Committee of the Department of Biomedical Informatics includes all eligible faculty. Eligible faculty are defined as faculty with tenure, and at a higher rank than the candidate under consideration. This Committee is responsible to assist candidates for tenure and promotion in completion of their dossier and to assist the chair in identifying potential external reviewers for these candidates. The AP&T Committee may form advisory or discipline-specific subcommittees as necessary to represent all subspecialties within the Department. The subspecialty subcommittees are responsible for mentoring and assisting in...
faculty development. The discipline-specific subcommittees may lead the presentation and discussion of faculty reviews in their subspecialty area. In the event that insufficient expertise exists within a subspecialty group, additional members with appropriate expertise may be recruited from the College. This committee will meet at least once per year.

In order to expedite the review process and to provide for an annual progress review, this committee may also conduct annual reviews of untenured faculty and provide feedback and guidance for further faculty development. Each year, for each faculty member who is not a full professor, the committee may prepare a letter to the Department Chair that lists accomplishments and deficiencies according to the criteria set forth in this document. (See Appointments, Promotions and Tenure Document for the Department). A copy of the letter will go to the faculty member for response.

The AP&T Committee or appropriate discipline specific subcommittee will present the case of a candidate to the eligible faculty for vote on promotion and tenure. The vote will be taken in a faculty meeting by written ballot. At least two-thirds of the eligible faculty must be present. A simple majority of the eligible faculty present must vote in the affirmative for a recommendation to be considered positive. The recommendation of eligible faculty will include the discipline specific subcommittee evaluation and recommendation as well as the total vote.

This committee will also serve in a screening capacity for those faculty who request a non-mandatory review to judge whether their accomplishments warrant such a review. The Department Chair retains the duty of assigning salary and merit raises, according to the workload policy and the department's Patterns of Administration.

5. Seminar Committee – Committee members consisting of at least three faculty members are appointed annually by the Department Chair to formulate the
Department’s seminar offerings and schedule. This committee will meet prior to the beginning of each academic year with as needed meetings throughout the academic year.

The following Committee is an ad hoc committee appointed by the Department Chair, as needed:

*Facult*y Search Committee* – This committee conducts searches to fill vacant positions, advertises for these positions, evaluates the qualifications of applicants and recommends candidates to the Department Chair. Following University guidelines, a member is designated as the Affirmative Action Advocate.

The following Committees are specific to the Division of Anatomy:

1. *Graduate Studies Committees ("GSC")* – This Committee oversees the graduate program in Anatomy, which offers Ph.D. and M.S. degrees, and is the liaison between the Graduate school and the Anatomy Graduate Faculty. The GSC formulates rules and procedures for the Anatomy Graduate Studies Program within the policies established by the Council on Graduate Studies, the Graduate School, and the Anatomy Graduate Faculty as listed in Graduate School Rule IV.2. *Guidelines for Anatomy Graduate Students* has been approved by the Graduate school and explains the rules and procedures of the Anatomy Graduate Studies Program. The Anatomy GSC is responsible for the recruitment, admission, and guidance of graduate students in the Anatomy Program. The Committee evaluates applicants for university fellowships, for appointments as GTA's, and for other forms of financial assistance. The Anatomy GSC is also responsible for maintaining records of current and former students. The Anatomy Graduate Faculty elect their GSC chair and members of the Anatomy GSC (Grad School Rule IV.2.3). The Anatomy GSC Chair and members, elected in a number sufficient for the workload, serve a four-year term and may be re-elected. In addition, one graduate student, appointed on a yearly basis by the Anatomy
GSC Chair, will serve on the committee. The student member will not participate in evaluation of faculty or graduate students.

2. *Teaching Award Committee* – This committee shall recommend to the Department Chair a nominee for the teaching award. The committee shall consist of three faculty who are appointed annually by the Chair on a staggered basis by rank for a three-year period. Members shall represent the ranks of professor, associate professor and assistant professor and each shall serve as Committee Chair in their third year. The award shall be given annually as a plaque and a bonus of $1000 ($500 from Department funds matched by $500 dollars from College funds).

3. *Anatomy Faculty Search Committee* – This ad hoc committee conducts searches to fill vacant positions, advertises for these positions, evaluates the qualifications of applicants, and recommends candidates. The Anatomy Faculty Search Committee shall make recommendations to the Department AP&T Committee. The Division Director may appoint the Committee Chair and committee members. Following University guidelines, one member is designated as the Affirmative Action Advocate.

4. *Anatomy Finance Committee* – This committee consists of the Director the Division of Anatomy, with the Committee Chair appointed by the Division Director. The Division Finance Committee consists of two or more faculty from the Division of Anatomy. Duties of the Division Finance Committee are as follows:
   a. Review and manage the current annual division budget.
   b. Solicit the financial needs of faculty and staff of the division.
   c. Adopt a three-year financial plan, and revise it annually.

5. *Morgue Committee* – This committee is chaired by the Anatomy Division Director. Committee members shall consist of the gross anatomy course directors. Duties of the Morgue Committee are as follows:
   A. Supervise the control and utilization of cadaveric material.
B. Establish and administer the annual budget for morgue operations.
C. Define the specific duties of the morgue staff.
D. Advise and coordinate morgue activities with the Manager of the Body Donor Program.
E. Coordinate morgue operations with division needs, college research efforts, and research and teaching needs of regional hospitals and other health care institutions.

FACULTY MEETINGS
The Chair of the Department will schedule meetings of the faculty on a regular basis. An agenda will be distributed to the faculty in advance. Minutes of all faculty meetings will be recorded and distributed to faculty. Minutes and a record of attendance will be kept in the Department Administrative Office. It is expected that faculty will attend at least two thirds of the faculty meetings. A quorum consists of the faculty members present, and a simple majority of those present can approve motions. Agenda items are developed by the Department Chair and may be raised through the Department Chair for consideration by any member of the faculty.

FACULTY DUTIES AND RESPONSIBILITIES
The Chair of the Department, in consultation with the appropriate Division Director, is responsible for assuring that faculty members have duties and responsibilities commensurate with their appointments and that the departmental workload is distributed equitably among faculty. While faculty are expected to exercise initiative and direction in conducting their research and other scholarly activity, the Chair assigns teaching and, in most cases, departmental service. In making these assignments the Chair must balance the needs of the Department with the preferences of the faculty member within the context of the Department's policy on faculty duties and responsibilities as outlined below.

FACULTY WORKLOAD

PATHWAYS
Within the tenure track, there will be numerous pathways that reflect the range of faculty activity, skills, and accomplishments. A faculty member's activities may change over time, and thus may be consistent with different pathways of performance throughout their career. In all cases, the standard of excellence in teaching, scholarship, service, and program development, which is documented in an overall evaluation of accomplishment, will be expected. Similarly, the development and demonstration of regional, national, or international impact and recognition, as appropriate to the faculty level, will be required. Within each pathway the relative distribution of effort for the primary areas of emphasis may differ for individual faculty members. Pathways that can be taken by faculty are as follows:

**Research/Educator Pathway:** Faculty with this pattern of activity will primarily be engaged in research, scholarship or other creative activities, and will be expected to be actively engaged in teaching or training at various levels including medical students, residents, fellows, undergraduate students, graduate students, post-doctoral fellows, or professional students, and may include peer or continuing education. Publication of research in high quality peer reviewed publications will be a primary measure of achievement in scholarship. Similarly, the obtaining of nationally competitive peer reviewed funding in support of a focused and thematic program of research is expected. Demonstration of high quality and effective teaching and education will also be expected. Individuals in this faculty pathway are also expected to demonstrate achievement in program development and service to the institution, profession, or community.

**Educator/Scholar Pathway:** Faculty with this pattern of activity will be primarily engaged in teaching or training at various levels, including teaching medical students, residents, fellows, undergraduate and graduate students, post-doctoral fellows, professional students, and peer or continuing education students. These faculty will also engage in providing service to the institution, profession, or community. This service may include patient care activity, which may be used as a forum for teaching. Scholarship related to educational or service activities will be required. Scholarship is a central facet of this faculty pathway, and will be a primary measure of achievement as reflected in high
quality peer-reviewed publications. It is expected that faculty in this pathway will obtain competitive extramural funding in support of educational programs or innovations. Demonstration of high quality and effective teaching and education will be expected. Demonstration of high quality service with broad impact will also be a primary measure of achievement. In the academic setting in which formal course offerings are the primary modes of instruction, the policy on faculty duties and responsibilities will include an indication of the average, minimum and maximum course load per year.

WORKLOAD POLICIES

The mission of the department involves scholarly research, education, and service activities. Faculty members are expected to participate in all three endeavors. Given the individual circumstances of our faculty, the proportion of time devoted to each of these areas will vary. The Chair, in consultation with each faculty member, may assign individual workloads to assure that the mission of the Department is fulfilled. This process will take place in July (for faculty with 12-month appointments) or at the beginning of the first on-duty quarter of the new fiscal year (for faculty with 9-month appointments). Special assistance and career development support is provided to untenured assistant professors so they can have an adequate opportunity to be successful in pursuit of obtaining tenure.

Faculty with at least 75% research support are not required to teach formal classes but are expected to carry out research supervision of supervise, postdoctoral researchers and/or undergraduate students. Faculty can substitute funded service work, such as serving as the Head of the Cancer Center/HLRI Bioinformatics Core, for teaching, by arrangement with the Chair. Faculty members with 50% research support are expected to teach at least one course each term. All 50% research faculty are expected to teach at least one additional small seminar course (quarter) each year. Faculty members with 100% teaching support are expected to teach a minimum of two courses with a minimum of 15 enrolled students per course per quarter. All 100% teaching faculty are expected to teach at least two small seminar courses (quarters) each year. One course per year can be waived, by arrangement with the Chair, by a substantial departmental service commitment (e.g., serving as Chair of the Curriculum Committee).
FACULTY SCHOLARLY ACTIVITY

Scholarly Activity includes grant applications, carrying out work supported by funded grants, producing publications (e.g. articles in high-quality, peer-reviewed journals and conferences, books, monographs, or electronic media), and presenting at professional meetings and/or symposia. All faculty members are expected to be involved in sponsored research as a principal or a co-investigator and to publish annually in peer-reviewed publications. The standard workload for a full-time member of the faculty is externally funded research grant/s in the amount of a minimum of 50% of the faculty members’ academic year salary at the end of their third year of appointment. The standard workload for regular research track faculty is 100% externally funded research or a combination of externally funded research and internally funded service work. Continued evidence of active, on-going research activity may be provided by additional externally funded with at least 70% of the faculty member’s academic year salary being supported. Overall workload expectations include a balance of faculty time and effort spent in teaching, research, and service. The average percentage of time faculty is expected to devote to scholarly activity is 50%, with a minimum of 20% and a maximum of 90%, with the remainder of the faculty time spent in teaching and service. Faculty with 50% research support are expected to teach at least one course each term in addition to one small seminar course (quarter) each year. Deviation from the average workload in any one of these three activities (scholarly research, instructional, and service) shall be balanced through appropriate adjustments in the other areas. The Chair in consultation with the individual faculty will make these adjustments.

FACULTY TEACHING ACTIVITY

Teaching activity in the department includes undergraduate, graduate, professional (medical), post-graduate professional (post-M.D., Ph.D.), and post-doctoral (post-PhD.) student education. Courses taught by the faculty include: 1) individual instruction (e.g. student advising, guiding student research, individual study, participation in the Independent Study and Problem Based Learning Programs in the College of Medicine and Public Health); and 2) formal lecture and laboratory courses. These courses are taught by either individual instructors or by a faculty team. In addition, many of the faculty participate in individual instruction and formal courses in the interdisciplinary
graduate programs. Instructional activities also include creating, developing, and revising instructional materials including computer assisted instructional programs. Classes in the 300, 400, 500, 600 and 700 series initiated by faculty members shall require a minimum of four students to qualify for teaching credit. After that, whether or not a professor’s specialty course can continue to merit teaching load credit will be governed by University Rules 3335-7-16 and 3335-7-17. Faculty members having an interest in similar specialty courses are encouraged to team-teach such courses. Such a course will be shared among the faculty teaching the course, provided the course meets the enrollment conditions specified above.

The standard teaching load for all faculty with 100% teaching support, including lecturers and senior lecturers, is two courses per quarter for a total of six courses per academic year for nine-month appointments and eight courses per academic year for twelve-month appointments. These courses must meet the minimum student requirement as outlined above, with the expectation that course size be fifteen or more. Teaching staff is expected to do additional teaching of at least two small seminar courses (quarter/s) each year. Overall workload expectations include a balance of faculty time and effort spent in teaching, research, and service. The average percentage of time faculty is expected to devote in instructional activity is 50% with a minimal level of 20% and a maximal level of 90%. Deviation from the average workload in any one of these three activities (scholarly research, instructional, and service) shall be balanced through appropriate adjustments in the other areas. The Chair in consultation with the individual faculty will make these adjustments. Regular research track faculty are not required to participate in general instructional activity but may teach advanced courses or seminars related to their research area as approved by the majority of the tenure track faculty. Research track faculty may advise and supervise graduate students and post-doctoral researchers.

**TEACHING WORKLOAD FOR THE DIVISION OF ANATOMY**

Teaching workload is assessed on a weighted basis that considers for each course, the level, type of course (e.g., lecture, lab, electronic, independent study), number of contact hours, number of students, preparation time, and the educational level of the

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students. Acting as a course director will also be considered in the workload assessment. Serving as course director and sole instructor in teaching and administration of a course dramatically increases the effort needed in and out of the classroom. In this case, number of students, number of lectures and number of labs will be considered. Participation in a team taught course will be weighted so that an instructor's effort can be quantified when he or she is not the course director. The goal of assessment is to measure the overall effort devoted to meet the complex and diverse efforts involved in teaching.

**SERVICE ACTIVITY**

Service includes administrative work (e.g. for department, college, university), service to the profession (e.g. reviewing grants and manuscripts, serving as an officer for a professional organization) and service to the community (e.g. local, state, national or international). Service activity also includes heading teaching units and directing facilities. Faculty members are expected to participate in both department and college governance. Overall workload expectations include a balance of faculty time and effort spent in teaching, research, and service. The average percentage of time faculty is expected to devote to service activity is 10%, with a minimum of 5% and a maximum of 30%. Deviation from the average workload in any one of these three activities (scholarly research, instructional, and service) shall be balanced through appropriate adjustments in the other areas. The Chair, in consultation with the individual faculty member, will make these adjustments.

The above policy relates only to "on-duty" quarters and does not constitute a contractual obligation. Fluctuations in demands and resources in the department (college, regional campus) and the individual circumstances of faculty members may warrant temporary deviations from the policy. In all cases, it is expected that the salary of any single faculty member will be fully supported by their composite activities.

**FACULTY ANNUAL REVIEW POLICY**

The Department Chair or his or her designee, in consultation with any appropriate Division Directors, conducts annual reviews of all faculty. The policy, process, and
criteria are outlined in Faculty rule 3335-6-03: (http://trustees.osu.edu/rules6/ru6-03.html). The purpose of annual faculty reviews is to assist in developing and implementing professional plans, discuss accomplishments, identify performance problems if they exist, evaluate progress toward promotion, and serve as a basis for annual salary recommendation. An annual review is required for all faculty. The review process for regular tenure-track and research-track faculty will follow the same guidelines as for probationary faculty.

**ANNUAL REVIEW FORMAT**

An annual review is conducted by the Chair or his or her designee in March or April. This review will include a meeting with the Chair or his/her designee. Discussion will focus on research, teaching, and service activity of the current year, but will include discussion of the previous two years’ activity and comments of the AP&T Advisory Committee from the previous two years, to ensure that trends in productivity, or lack thereof, will not be overlooked. Following the meeting, the Chair will provide the faculty member with a written evaluation. Salary recommendations will be submitted consistent with College and University guidelines.

Faculty members are required to use the P&T dossier format for the annual review. The review conducted by the Chair is based on the faculty member’s current curriculum vitae and the following academic and service activity report:

1. Teaching Efforts:
   a. Number of hours directly involved in student contact, including description of the effort, i.e. classroom instruction, dissertation committee, etc.
   b. Teaching evaluations
   c. New courses developed
2. Publications: list only those published in the calendar year prior to the evaluation.
3. Grants: Include only those grants awarded in the calendar year prior to the evaluation
4. Abstracts: denote whether presented as platform or poster
5. Invited presentations

6. Service Efforts
   a. Committee assignments: Department/University, local and national organizations
   b. Clinical service, if any, including administration.

SALARY ADJUSTMENTS

Salary adjustments are recommended annually to the Dean's office. Salary increases are based on the Chair's evaluation of each individual's productivity. Each faculty member's annual activity report and curriculum vitae are reviewed annually as part of the basis for the Chair's recommendation.

The Chair's recommendation for each faculty member's salary increase is given to the Dean's office and is categorized as Outstanding Performance, Above Average Performance, Average Performance, Below Average Performance. The exact percentage is determined by the Chair within published University guidelines for across the board, merit and equity increases. Salary increments shall be awarded at the above four levels (A, B, C, D) as follows:

"A" - Outstanding Performance. The faculty member shall have demonstrated exemplary performance to receive an A level increase. The faculty member shall have exceeded the expectation outlined in the Workload Policy and in the Annual Review Recommendations. This performance could represent multiple high quality publications in the most prestigious journals or conferences, new funding from external agencies such as the NIH and national or local awards for teaching, research, or service. It is also awarded for meritorious service accomplishments, which includes outstanding quantity and quality of service within the Department as measured by the workload policy and guidelines.

"B" - Above Average Performance. The faculty member shall have exceeded the expectation outlined in the Workload Policy and in the Annual Review Recommendations. This performance may be characterized by multiple
Publications, teaching activity and awards, achievement of outside funding or other meritorious service accomplishments as measured by the workload policy and guidelines.

“C” - Average Performance. The faculty member will have met the expectations for teaching, research, publications and clinical activity defined in the Workload Policy and in the Annual Review recommendations as measured by the workload policy and guidelines.

“D” - Below Average Performance. The faculty member will have less than expected levels of publications, funding for research and clinical activities as measured by the workload policy and guidelines.

SALARY RECOVERY POLICY
Salary recovery will be in accordance with policies established and accepted by the Senior Vice President and Dean. For all faculty members, the salary recovery should pay for the full amount of time that a faculty member spends on research. On all grants, faculty must request their fully allowable salary for the time necessary to complete all functions related to the grant. All funds received into the Department for salary recovery, including fringe benefits and Direct Department Research Support (“DDRS”), will be placed into departmental accounts to pay faculty salaries, support graduate education, support research, and promote other programmatic development. The Chair will determine distribution of these funds.

All outside fund requests (Federal, private industry, etc.) must be submitted through the Grant Manager in the Department office, including submissions with co-PI status from other departments, colleges, etc. Budgets should reflect all fully allowable salary support for all personnel required to complete all functions related to the grant. Other expenses related to the submission should be fully supported as well.

SALARY RECOVERY POLICY FOR THE DIVISION OF ANATOMY
Existing Faculty (Basic requirements for 9/12 Faculty):
The percent effort expended on research will be determined after consultation with the Chair. Typically, it will depend on the contributions of the faculty to teaching and other key activities, and is expected to range from 25% to 75% for most investigators. 50% salary recovery is expected for current research faculty. The university salary of existing faculty (9/12 month) will not be reduced if the 50% expectation is not met.

New Faculty
Nine-month appointments are no longer made effective July 1, 2002. All new Assistant Professors will be guaranteed a 3-year 12-month salary. The new faculty will be guaranteed between 50% and 67% of the 12-month salary after the initial three (3) years, depending upon certain factors, in particular, the market value for the specific faculty. Junior faculty are expected to generate 50% of their salary following the initial three-year period. Senior faculty are expected to generate 50% of their salary upon employment.

Salary Recovery Incentives
The following distribution for salary recovery that replaces general, endowment or developmental funds is designed to provide incentives for faculty and departments to increase research productivity:

Existing Faculty (9/12 months)
Funding from external sources, such as grants and contracts, should be assigned to the Division/Faculty Incentive Pool (D/FIP). The D/FIP will be administered by the Division. The distribution of the external funding assigned to the Division will be negotiated between the Division Director and the faculty awardee. The first priority for use of these funds is to maintain Division teaching and service commitments. This will be accomplished by hiring a temporary replacement or by overload compensation to the faculty member receiving the research award. The second priority will be to assist the research activities of the faculty awardee. The third priority will be to support departmental operations.

New Faculty (12 months)
Salary recovery funds for faculty will be allocated 40% to the RIF and 60% assigned to the D/FIP, after the grant support salary expectation is met.

TRAVEL POLICY
It is strongly recommended that individual faculty members support travel through funds generated from grants and other extramural support. Faculty may request department funds to assist their attendance at professional meetings. Priorities will be given to faculty making presentations. All approval of travel funds will be made based on the availability of funds.

SPACE POLICY
The Department Chair is responsible for space allocation throughout the Department and space assignments are made at his/her discretion. Research space will be allocated with the following priorities:

1. Research space assigned to the Department is to be allocated based on the funding of the individual occupying the space.
2. Research space assigned to new faculty will be guaranteed for a specific period of time negotiated with the Chair. The recommended time is three years.
3. Current faculty with extramural funding including indirect costs may retain research space after the end of their funding, contingent upon their submission of a proposal for an extramural grant (with indirect costs). Space for research proposed on grants submitted must be negotiated with and approved by the Chair. As a result of recruitment efforts, research space may be re-allocated.
4. A change in space can be incremental or decremental in parallel with funding.
5. Space allocated on the basis of funding will be retained until there is a change in the faculty member’s funding status.

Priorities for research space may be based on the following figures:

1. Extramural funding*
   a. Total indirect costs
b. Number of FTE's working in laboratory space supported by these funds
   i. The percentage of salary support for the time devoted by a faculty
      member to research will be a consideration

c. Total direct cost expenditures minus personnel

2. Extra-departmental Intramural funding*
   a. Number of FTE's working in laboratory space supported by these funds
   b. Total expenditures of direct costs minus personnel

3. Intradepartmental funding*
   a. Number of FTE's working in laboratory space supported by these funds
   b. Total expenditures of direct costs minus personnel

*Funding refers only to expenditures by the faculty member (i.e. it may not be for the entire grant). No
distinction is made for the role on the grant (e.g. Principal investigator vs Co-Investigator) if the PI is a
faculty member in the Department of Biomedical Informatics

PROFESSIONAL LEAVE POLICY

LEAVE PROGRAMS

Several types of "leaves of absence" (other than vacation and sick leave) may be
requested by regular faculty member, approved by department chairperson and the
dean with final approval of the Board of Trustees. Leaves of absence are to be granted
only in instances where there is a clear understanding that the individual is planning to
return to this institution. Information on leave programs are available on-line.
For more information about this policy, contact the COMPH Budget Office at 2-1088.

Professional Leave/Vacation Policy

Vacation and sick leave accrual for all faculty members should be the same as the
current University Policy. (http://hr.osu.edu/Payroll/leaveaccrualmo04.pdf)

A minimum of five working days should be guaranteed to all faculty members who
require CME certification for CME professional meeting time to comply with the
regulations of the Ohio State Medical Board that requires a minimum of 40 category 1
CME credits per year for recertification.
Time off for university business (i.e., non-CME meetings, presentations at scientific meetings and specialty courses, editorial or professional appointment at national medical organizations, and others) is to be approved by the Chair or his or her designee. The "application for leave" form must be completed by all faculty members and must be turned in for approval to the Department Chair in a timely fashion (at least two weeks prior to leave date). Research, service, and teaching requirements take priority over any other individual commitments.

Additional leave policies can be found in the University Handbook and on the following web pages:
Entrepreneurial Leave of Absence (NEW)
http://oaa.ohio-state.edu/handbook/ix_loaentrepren.html
Unpaid Leave of Absence (LOA)
http://oaa.ohio-state.edu/handbook/ix_loa.html
Faculty Professional Leave (FPL)
http://oaa.ohio-state.edu/handbook/ix_fpl.html
Special Research Assignment (SRA)
http://oaa.ohio-state.edu/handbook/ix_sra.html

GRIEVANCE PROCEDURE
Faculty Rule 3335-6-05 (A) sets forth general criteria for appeals of negative promotion and tenure decisions: http://trustees.osu.edu/rules6/ru6-05.html. Further detail on appeals alleging improper evaluation is contained in Faculty Rule 3335-5-05: http://trustees.osu.edu/rules5/ru5-05.html. This rule requires candidates who believe that they have been improperly evaluated to seek to resolve the matter informally before filing a formal appeal under that rule.

Faculty members in the Department of Biomedical Informatics who wish to appeal a non-renewal decision or negative promotion and tenure decision can do so only after the Provost has rendered a decision and must do so in writing within one month of receipt of notification of the decision. The appeal should be based upon the faculty member’s contention that a decision was based upon improper evaluation. The appeal
letter must reference the policies and standards in question and provide the faculty member's evidence for disputing the decision by the University.

The appeal letter shall be directed to the committee or person alleged to have acted improperly. The response to the review will be either to acknowledge that some aspect of the review was done improperly by redoing the review, or indicate that the review was initially done properly. In all cases, reconsideration of the merits for promotion and/or tenure only occurs if it is clear that the original review was flawed.

COURTESY APPOINTMENTS
A courtesy appointment is a non-salary joint appointment for regular university faculty from another tenure-initiating unit. A courtesy appointment requested from a TIU for approval by the College will be made consistent with that TIU's AP&T document, and other relevant policies, procedures, practices, and standards established by the Rules of the University Faculty, the Office of Academic Affairs, and the Office of Human Resources. Candidates for such appointments in the Department of Biomedical Informatics are expected to have substantial involvement with the Department during their term of appointment, including involvement in activities such as teaching and research. Courtesy appointments will be evaluated annually for renewal.