EMERGENCY MEDICINE

DEPARTMENTAL ORGANIZATION

and

PATTERN OF DEPARTMENTAL ADMINISTRATION

Departmental Administration

The administration of this Department is in conformity with the principles stated in "Pattern of Departmental Administration," pages 12-21 and 12-22 of Rules for the University Faculty, February 1992.

Departmental Meetings

Regular meetings of the faculty of the Department are held on the first Tuesday of the month. Meetings may be held more frequently if needed and will be called by the Chairperson. Meeting dates are announced at the beginning of each quarter. The Chairperson maintains minutes of all faculty meetings and records of other important Departmental actions.

Decision-making Processes

The permanent committees of the Department are as follows:

- Appointments, Promotion and Tenure Committee
- Emergency Medicine Residency Review Committee
- Finance Committee
- Medical Student Committee
- Research Committee

Each committee chairperson reports to the Department Chairperson and raises issues for discussion at Departmental meetings. The Chairperson will consult with faculty as a whole on all policy matters. When possible such consultation will take place at regularly scheduled meetings of the faculty. In most Departmental issues the majority of faculty
shall prevail in decision making. The faculty shall be consulted in the initiation and in
the review and selection of new faculty members for appointment. Whenever majority
faculty rule is not followed the chairperson shall explain the reasons for the departure to
facilitate understanding within the department. Where possible this statement of reasons
shall be provided before the departure occurs. The explanation shall outline the decision
of the majority of the faculty, the decision of the chairpersons and the reasons the
decisions differ. The explanation shall be communicated to the faculty in writing or at a
faculty meeting, with an opportunity provided for faculty to comment.

Appointment, Promotion and Tenure Guidelines

Introduction

The policies which determine the faculty member’s status in the University with
respect to appointments, promotion, and tenure may be found at several levels in the
University. At the University level, the Faculty Handbook, the University Rules, and
periodic memoranda from the Office of the Provost provide the general policy framework
for appointments, promotion, and tenure. Supplementing that policy are the guidelines
established by the Dean of the College of Medicine in conjunction with the College’s
Appointment, Promotion and Tenure Committee. In addition, the Department of
Emergency Medicine has established policy in this area. This document is intended to
describe that policy and supplements other published materials at the College and
University levels.

Composition and Operating Procedures

The Appointment, Promotion, and Tenure (APT) Committee will consist of all
tenured faculty with the rank of Professor and other faculty appointed by the chairperson
of the Department of Emergency Medicine. The Committee should consist of at least
three faculty and all should hold primary appointments in the department (the department
chairperson is excluded). The chairperson of the committee is elected by its members in
the fall quarter. Voting is by majority rule. In matters of appointment, promotion, and
tenure, two-thirds of the membership is required. Voting in these reviews is by secret
ballot and restricted to members who hold faculty rank equal to or higher than the rank under consideration. The Committee will meet monthly to conduct business, consider new appointments, and review promotion and tenure requests.

The Review Process

Formal consideration of appointments, reappointments, promotion and/or tenure begin at the departmental level. Recommendations of the Department Appointment, Promotion, and Tenure Committee are submitted to the Department chairperson who, on the basis of Department APT Committee report, will make a decision regarding the individual under review. If the decision of the APT Committee and the Department chairperson is negative, a second level of review will be provided by the College. If the APT Committee and the Department chairperson have opposing opinions, letters from the APT Committee chairperson and Department chairperson are forwarded to the College in order to continue the review process. If the decision of the APT Committee and Department chairperson are favorable, a letter, co-signed by the chairperson of the Department and the chairperson of the APT Committee, will be forwarded to the College. If the Dean approves the new appointment or the request for promotion to a higher rank in consultation with the College Appointment, Promotion, and Tenure Advisory Committee, the process continues with a final review by a University Committee, the Provost, and the Board of Trustees.

Guidelines for New Appointments

All new appointments are subject to the review and approval of the Appointment, Promotion, and Tenure Committee and the Department chairperson in consultation with the faculty.

Regular Faculty

The chairperson of the Department, with the advice and consent of the regular faculty, will decide when a position needs to be filled and when the search process should begin. New appointments will require a nationwide search for the most qualified person
available, in accordance with University policy.

The Department chairperson will appoint a search committee to be responsible for all phases of the search - from advertising to recommending one or more final candidates to the Department Appointment, Promotion and Tenure Committee. When the search committee approves a candidate for interview: (1) that candidate must be interviewed by the Chairperson (or designee) and at least one member of the Appointment, Promotion and Tenure Committee; and (2) to be considered for an appointment (a) the candidate must complete an application package for appointment the candidate also must be reviewed and approved by the Appointment, Promotion, and Tenure Committee before an offer can be made.

Regular Clinical Faculty

The process for making new appointments to the ranks of the regular clinical faculty is the same as that above for regular faculty except the Department chairperson will seek the advice and consent of the regular clinical faculty in addition to the regular faculty. This will be decided by the Department chairperson in consultation with the faculty.

Clinical and Adjunct Faculty

These, ordinarily, will be non-salaried, part-time appointments recommended by the chairperson and submitted to the Appointment, Promotion, and Tenure Committee for review and approval. Clinical titles will be reserved for medical faculty. Individuals who hold regular faculty appointments in other departments of the University would receive a no-salary regular faculty appointment.

The above appointments are reserved for individuals whose background, and current activities are directly related to the mission of the Department and who agree to provide relevant services to the Department. Clinical and adjunct faculty are also responsible for initiating the biennial reappointment process.

Approved by Office of Academic Affairs: October 1993
Annual Review

In order to provide each faculty member with an evaluation of progress, the chairperson of the Department of Emergency Medicine will conduct an annual review of all regular faculty and regular clinical faculty. This review should be completed by March 1 and culminate in a conference followed by a written report summarizing the Department chairperson’s evaluation, a copy of which is transmitted to the faculty member and the APT Committee. All areas of responsibility, teaching, research, clinical service and administration must be addressed. Strengths and weaknesses must be indicated and areas that need improvement must be clearly indicated. Where appropriate, suggestions must be made as to how the faculty person may improve his/her performance. The letter should encourage the candidate to discuss his/her progress with the Department chairperson, and if necessary, with the APT Committee.

The Fourth Year Review

The fourth year review, while similar in many ways to the annual review, differs in several respects. The fourth year review determines whether a regular faculty member will continue on the tenure track or be denied the opportunity to continue, or whether a regular clinical faculty member will be reappointed for another five-year term. This initial review is conducted by the APT Committee and then by the department chairperson. For these reasons, the candidate’s record must be sufficiently developed to receive a positive recommendation by the APT Committee and the chairperson of the Department. The dossier reflecting the candidate’s record must be developed by the candidate with the assistance of the APT Committee and the chairperson, in accordance with the guidelines established by the College Office and the Provost’s Office. The guidelines for the Fourth Year Review of regular faculty and regular clinical faculty are distributed at the time of initial appointment and again several months prior to the Fourth Year Review. The completed dossier for fourth year reviews must be submitted to the Chairperson of the APT committee by October 1; to the Department chairperson by November 1; and to the College by November 15; during the fourth year of service. For faculty whose fourth year of service is on an off-cycle, the completed’ dossier must be submitted to the Chairperson of the APT Committee by January 1; to the Department
chairperson by February 1; and to the College by March 1.

For regular faculty these guidelines include: (1) The most recent Promotion and Tenure guidelines from the Provost/Vice-President for Academic Affairs. (2) Criteria used by the Appointments, Promotion and Tenure Committee of the Ohio State University College of Medicine. (3) The Department of Emergency Medicine Appointment, Promotion and Tenure Guidelines. (4) Dossier Preparation for Promotion/Tenure. (5) Suggested methods of documentation of teaching. (6) Suggestions for promotion packet.

For regular clinical faculty these guidelines include: (1) Guidelines for Appointment and Promotion of Regular Clinical Faculty. (2) The Department of Emergency Medicine Appointment, Promotion and Tenure Guidelines. (3) Dossier Preparation for Promotion/Tenure. (4) Suggested methods of documentation of teaching. (5) Suggestions for promotion packet.

**Review for Promotion and/or Tenure**

A review for the purpose of promoting and/or tenuring a faculty member may be initiated by the chairperson of the Department, the Appointment, Promotion, and Tenure Committee, or the faculty member, himself/herself. In most cases, the chairperson is responsible for setting the process in motion. If the candidate decides to initiate the process, it will be necessary to obtain the approval of the APT Committee before proceeding further.

This review is quite similar to the fourth-year review except that the APT Committee and departmental chairperson may recommend promotion and/or tenure, may decide that the candidate try again at some later time, or may deny promotion or tenure and accordingly give the faculty member notice of non-renewal of appointment.

The decision regarding promotion and/or tenure will be based on the candidates achievements in teaching, research, clinical service and administration. How each of these areas is weighted in the final decision will depend to some extent on whether the faculty member is on the regular faculty tenure track or clinical track (regular clinical
faculty. Regular clinical faculty will not be expected to develop the same level of research competence as the regular faculty. Their evaluation will rest more on their clinical teaching, patient care, related creative/scholarly activities, and service to the University and Community. Additional guidelines for promotion and tenure of regular faculty, regular clinical faculty and clinical/adjunct faculty are described below.

Faculty members up for promotion and/or tenure must submit a complete dossier to the Department chairperson by August 1. This material is made available to the APT Committee by September 1, who will make its recommendation to the Department chairperson by September 30. After the Department chairperson meets with the APT Committee to discuss the Committee’s recommendations, a decision regarding the candidate is made by the Department chairperson and the APT Committee. If the decision of the APT Committee and the Department chairperson is negative, a second level of review will be provided by the College. If the APT Committee and the Department chairperson have opposing opinions, letters from the APT Committee chairperson and Department chairperson are forwarded to the College in order to continue the review process. If the decision of the APT Committee and Department chairperson is favorable, a letter, co-signed by the chairperson of the Department and the chairperson of the APT Committee, will be forwarded to the College. The deadline for the Department recommendation and forwarding the dossier material to the College is November 15. The College recommendations are then forwarded to the Provost and the University Committee. The College receives the Provost’s decision around March or April and the Board of Trustees takes final action in June.

Non-renewal of Appointment

All untenured faculty appointments are subject to annual renewal. Regular clinical faculty appointments are reviewed annually during the first term of appointment and thereafter are renewed every five years. Clinical/adjunct faculty are renewed every two years. Untenured regular faculty or regular clinical faculty with at least two years of
service to the institution whose contracts are to be terminated, must be given notice in writing at least 12 months before the official termination date. Faculty whose appointments are terminated may request of the Department chairperson, a written statement of the reasons for their dismissal.

Guidelines for Promotion and Tenure of Regular Faculty

At the time of appointment, all regular faculty will receive the following documents: (1) The most recent Promotion and Tenure guidelines from the Provost/Vice-President for Academic Affairs. (2) Criteria used by the Appointments, Promotion and Tenure Committee of the Ohio State University College of Medicine. (3) The Department of Emergency Medicine Appointment, Promotion and Tenure Guidelines. (4) Dossier Preparation for Promotion/Tenure. (5) Suggested methods of documentation of teaching. (6) Suggestions for promotion packet. Application for promotion and tenure is usually made six years after the initial appointment. The candidate should submit the completed dossier to the Chairperson of the Appointment, Promotion and Tenure Committee.

Research, Scholarly Activities, and Other Creative Work

Candidates must provide evidence of scholarly activity that meets the expectation of the Department, the College, and the University. Ordinarily, this requirement is met by published journal articles, monographs, books, and other scholarly works. In addition, grant applications and funded grants and contracts provide evidence of research effort. Publication in the more highly esteemed peer-reviewed journals in a discipline are especially important. In research involving multiple authorship, the candidate must indicate his or her contribution. In evaluating the overall research achievement of the candidate, the emphasis will be placed on the quality of the work. For this reason, it is important that letters from scholars outside the University address the issue of originality, innovation, creativity, and quality. Also, it is imperative that a representative sample of published material be included in the dossier.
Teaching

Faculty should provide documented evidence of teaching effort and teaching effectiveness. This should be in the form of written evaluations by the chairperson, peers, former students, and current students (letters and SET’s). Other evidence might include videotapes, films, and other instructional aids such as course syllabi and/or laboratory aids. Any other evidence supporting the candidate’s reputation as a teacher, either from inside the University or from the Community should be part of the candidate’s dossier. It should be noted that effort alone will not provide a sufficient basis for meeting the teaching requirement of the Department. The quality of teaching must be documented and the burden to provide this documentation is on the candidate.

Service/Administration

Service to the Department, College, University, and Community has long been a tradition of the faculty in the major universities of the United States. This service may take the form of committee work at this University, consultation in the public or private sector, serving on professional committees or governmental committees, speaking or teaching in the country, and other similar activities. The importance of this area should not be underestimated by the candidate. It is here that each of us establishes relationships with the Department, the College, the University, and the Community. Here we share our individual point of view and talents with those who support us in one way or another.

The contribution of each of the above areas of responsibility will necessarily vary for each candidate under review. While a strong effort in one area may offset a weaker effort in another area, one should strive to balance one’s effort among the these areas. However, individuals at the instructor and assistant professor rank should be constantly aware that they must meet their teaching and research responsibilities and provide evidence of accomplishments in order to be promoted or to be granted tenure.
Promotion to Clinical or Adjunct Professor of Emergency Medicine

1. Three letters of recommendation and a letter from the Chairperson, Department of Emergency Medicine, which evaluates in detail the scope and quality of the candidate’s performance in relationship to the criteria in the outline of information supporting a recommendation for promotion of clinical and adjunct faculty. (See Appendix D)

2. Board certification or advanced degree.

3. National (and/or international) recognition for patient care, clinical teaching, research or public service in Emergency Medicine.

Further Guidelines For Biennial Reappointment of Clinical and Adjunct Faculty

1. Presentation of at least one didactic lecture to the student and resident group each academic year.

2. Attendance at Emergency Medicine Lecture Series.

3. Satisfactory medical student and (where appropriate) resident evaluations of faculty member.

4. Timely submission of faculty member’s medical student evaluation.

5. It is the responsibility of the candidate to initiate the reappointment process.
Faculty Workload Policy

I. Introduction

The workload policy is intended as a guide to ensure that all faculty have comparable and equitable duties and a full understanding of expectations for promotion. It also recognizes the differences in expectations between regular, regular clinical and clinical faculty, reflected in the promotion guidelines in the Department Patterns of Administration.

The policy does not constitute a contractual obligation. Fluctuations in instructional demands, resources and individual circumstances of faculty members may warrant deviations from the policy. In addition, completion of expected levels of activity does not constitute meritorious performance.

II. Definitions

A. Service

Service activity includes administrative work for the department, college and university, and service to the profession (such as reviewing grant proposals, manuscripts, serving as an officer in a professional organization, etc.) as well as service to the community. For physician faculty "service" also includes clinical activities involved with patient care and supervision of residents (consistent with Rules of the College of Medicine Practice Plan).

B. Scholarly Activity

Broadly defined, this means the production of new knowledge and creative works. For faculty on the regular tenure track, this is demonstrated by publication of original work in peer-reviewed journals with the first or senior authorship as appropriate to stage of career. Productivity is also measured by success in obtaining funding for research, especially if
competitive and peer-reviewed. Other meritorious activities include but are not limited to books and book chapters, creation of new therapeutic modalities in clinical trials, new procedures, patents and inventions, and computer software.

For faculty in the regular clinical and ancillary clinical track, clinical observations and case-based publications are very appropriate. First authorship and independence in research are not required. Outside funding is desirable but not required (due to greater clinical service expectations).

C. Teaching

This takes a wide variety of forms in this department which has professional and post-graduate medical (resident) teaching responsibilities, as well as experimental programs requiring little student contact but a great deal of curricular development and innovation.

Therefore, credit for "comparable" teaching effort is given to traditional lecture/laboratory presentations to medical and professional students, individualized clinical and research studies for students, and development of instructional materials for the Problem-Based Learning program. To the extent possible, teaching effort should have documented evaluations.

In Emergency Medicine, resident education is an essential component of clinical service and development of the profession. It may involve formal instruction but often takes the form of mentoring or supervision of activities in the hospital. All physician faculty are expected to participate in resident education. (The proportion of time is often comparable to the service assignment).

Regular clinical faculty should have a leadership role in clinical resident education and medical education.
III. Workload

A. Regular Tenure

1.) Service

Service (including patient care) shall consist of an average of 40% of the faculty member's time. The amount of service time required will range from 25% to 75% depending on clinical and service needs of the department and the needs of the faculty member.

2.) Teaching

Because much of the clinical teaching occurs in connection with supervised patient care, the teaching requirement closely parallels the clinical service requirement for most faculty members. Teaching time averages 40% of total time and ranges from 25% to 75% of faculty time. Additional teaching takes the form of didactic teaching, resident and student individual studies and special course teaching such as problem-based learning.

3.) Scholarly activity

a.) All tenure track faculty shall engage in scholarly activity and make a consistent effort to obtain extramural funding. In regard to research grants, principal investigator status is desirable.

b.) Faculty should also be active in authoring textbook chapters, monographs and textbooks.
B.) Regular Clinical

1.) Service

Service related activities shall consist of an average of 70% (range 60% to 80%) of the faculty member’s time. Most of such time will be spent in patient care related activities.

2.) Teaching

The teaching requirement shall range from 60% to 80% of the faculty member’s time with additional time spent for didactic and individual studies.

3.) Scholarly activity

Clinical faculty are expected to be active in authoring case reports, textbook chapters, textbooks and when possible other scientific works. Co-authorship or co-principal investigator status in acceptable.

C.) Adjunct Clinical

Adjunct clinical faculty are expected to teach at the medical student or resident level at least 25% of the time. Adjunct faculty are typically non-salaried. When salaried adjunct faculty service commitments will be required commensurate with salary paid.
Salary Increases

Recommendations for salary increases are made by the Department Chairman to the Dean each year at the time of preparation of the budget. Consultations with the Dean and his staff are held to optimize salaries in terms of fairness, competitive standards, merit, and availability of funds. Each year the Department Chairperson will formally review each faculty member prior to submitting recommendations regarding salary increases. Recommendations will be made on the basis of the individual’s accomplishments in research and teaching. Quality of research shall be judged by the ability of the faculty member to obtain intramural or extramural support. Teaching shall be evaluated by assessment of overall teaching responsibility and quality.