

Pattern of Administration - Department of Radiology

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I. Introduction

This document provides a brief description of the Department of Radiology as well as delineates the guidelines and procedures of the Department. It supplements the Rules of the University Faculty, as well as other policies and procedures of The Ohio State University (OSU) to which the Department and its faculty are subject. OSU rules, policies, and procedures, and any modifications of them, take precedence over statements in this document.

This Pattern of Administration document is subject to continuing revision, as needed, under the guidance of the Chair of the Department of Radiology. All revisions, as well as periodic re-affirmation, are subject to approval by the OSU College of Medicine (OSUCOM) and the OSU Office of Academic Affairs.

II. Department Missions/Goals

At OSUCOM and OSU Wexner Medical Center (OSUWMC), the Department of Radiology represents the sub-specialized professional component of its Imaging Program, a shared-service (effective 2013) integrating the professional and technical activities related to medical imaging. The clinical-focused and research-focused faculty members of the Department provide multiple services including, but not limited to, the following:

- Oversight of clinical activities related to image-guided diagnostic and interventional procedures, from the standpoints of delivery, quality, safety, and utilization.
- Instruction, supervision, and/or evaluation of performances of both professional and technical personnel (certified and in-training) involved in the support of imaging services.
- Conduct applied-clinical, translational, and basic research to improve: knowledge about a variety of acquired or congenital disease processes; current understanding of the clinical value of imaging-guided diagnosis and intervention; and future value of imaging towards improving lives.
- Administrative involvement in the imaging-related operations of both OSUCOM and OSUWMC facilities.

Patient health maintenance, detection of pathology, and/or disease management through the application and advancement of medical imaging is the primary focus of the Department of Radiology. Accordingly, its faculty members are committed to providing patient-focused medical care and pledge to: 1. help guide optimal patient and referring provider decision-making by utilizing available general evidence-based recommendations and safety metrics on image-guided diagnostic and interventional procedures, as well as promoting patient-specific considerations; 2. use effective communication methods and tools to benefit patients and help them participate in informed decision-making; 3. deliver timely and accessible imaging-guided diagnoses and interventions as needed to support high-quality clinical care; and 4. provide prompt, accurate, and commonly understood reporting on imaging-related findings and processes.

III. Academic Rights & Responsibilities

In April 2006, OSU issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website [<http://oaa.osu.edu/rightsandresponsibilities.html>].

IV. Department Faculty

A. Appointments

Faculty Rule 3335-5-19 [<http://trustees.osu.edu>] defines the types of faculty appointments possible at OSU and the rights and restrictions associated with each type of appointment. For purposes of governance, the members of the faculty of the Department of Radiology are considered to be Tenure-track, Clinical, or Research faculty members with a compensated full-time equivalent employment (FTE) of at least 50% in the Department. Associated faculty members may be enfranchised by a vote of the Tenure-track faculty, permitting them to serve on Department committees and to vote on matters within the Department, except for personnel matters. While faculty joint appointees with FTE < 50% in the Department and Emeritus faculty may be invited to participate in discussions on non-personnel matters in the Department, they are not permitted to vote on any Department matter and may not participate in discussions of personnel issues, including appointment, promotion, and tenure (AP&T) reviews.

Following OSU Faculty Appointments guidelines [<http://oaa.osu.edu/assets/files/documents/facultyappointments.pdf>], the Department of Radiology consists of the following types of faculty: Tenure-track, Clinical (3 pathways), Research, or Associated. To be considered for appointment, a prospective member of the faculty must have completed the terminal degree in their area of expertise. Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in the Department is provided in its current AP&T document (OAA approved on 06/05/14, and modified with re-approval .../.../...) found at: [<http://oaa.osu.edu/governance.html>].

Each faculty member in the Department of Radiology will be assigned to an appropriate Division for the optimization of Department functionality, including more effective regular communications, assignment and monitoring of routine activities, and provision of support as needed.

B. General Duties

The Department of Radiology is committed to the professional development and success of all members of its faculty. Conversely, all members of the faculty are expected to follow the standards of professional behavior described by the rules and policies of OSU, OSUCOM, the Department, and the Division to which the faculty member is assigned.

Although each member of the faculty has his/her own area(s) of career emphasis, it is expected that each faculty member (physician or scientist) will, to the best of his/her abilities and at levels appropriate to his/her background and credentials, support and respond to the clinical, research/scholarship, educational, and administrative needs of his/her Division, as required, to fulfill Department missions and responsibilities to OSUCOM, OSUWMC, and OSU.

C. Time/Effort

The Department of Radiology recognizes the need for establishing for each faculty member a balance of professional efforts that provides for both the multi-mission needs of the Department and the expected personal development. Accordingly, the Department supports standards for distribution of professional efforts, and related typical allocations of time and funding responsibilities. The allocation of time and effort for each Department faculty member is primarily determined by their assigned AP&T category, although it remains largely independent of academic rank (e.g. Assistant Professor vs. Professor).

Those faculty members already Tenured, assigned to the Tenure-track, or on Research appointments are typically more research-focused than other faculty members in the Department of Radiology; however, the recent rapid academic evolution of OSUCOM, with its introduction of more stringent pre-requisites to Tenure delineated in both its current AP&T document and the Department's version, have necessitated allowance for a clinical-focus by some of the more senior Tenured radiologists in the Department. In contrast, those faculty members assigned to the Clinical or Associated appointments are relatively more focused on clinical care.

The typical Time/Effort Allocations in the Department of Radiology are outlined in the following table:

Assigned AP&T Category		Typical Time/Effort Allocation (per Total 1.00 FTE)				Typical Funding Sources
Appointment Type	Focus/ Pathway	Clinical Activities (cFTE)	Research & Scholarship Activities (rFTE)	Education Activities (eFTE)	Administrative Activities (aFTE)	
Tenure-track	Focus					
	Basic Science	0.00	0.90-1.00	0.00-0.10	0.00-0.10	<ul style="list-style-type: none"> • NIH/Competitive National Grants • Department • OSU
	Clinical Science	0.50-0.60	0.40-1.00	0.00	0.30-0.40	<ul style="list-style-type: none"> • Clinical Revenue • Competitive National/NIH Grants • Department
Clinical	Pathway					
	Scholar	0.80	0.20	0.00	0.00	<ul style="list-style-type: none"> • Clinical Revenue • Department • Competitive National Grants
	Educator	0.80	0.00	0.20	0.00	<ul style="list-style-type: none"> • Clinical Revenue • Department • OSUCOM
	Excellence	1.00	0.00	0.00	0.00	<ul style="list-style-type: none"> • Clinical Revenue • Department
Research		0.00	1.00	0.00	0.00	<ul style="list-style-type: none"> • NIH/Competitive National Grants
Associated		1.00	0.00	0.00	0.00	<ul style="list-style-type: none"> • Clinical Revenue

Definitions of Activities:

Clinical Activities:

Clinical activities (cFTE) represent the range of a faculty member’s time and effort that is committed to clinical work, including direct (e.g. patient treatment) and indirect (e.g. exam reporting) clinical care, as well as trainee supervision in patient-related activities. The Division Chief or Section Head is responsible for assigning his/her faculty members to clinical activities. However, to meet any arising unique demands on the Department of Radiology, the Department Chair can temporarily re-assign the distribution of clinical duties of faculty members as long as compliance with privileging is met.

Research & Scholarship Activities:

While all faculty members within the Department of Radiology are expected to approach their work in a scholarly fashion, some are assigned research time (rFTE) to formally pursue activities in research or scholarship. For Tenure-track or Research faculty members, the dedicated research time or protected research release-time must eventually be significantly self-supported through funding from outside the Department. The smaller amount of research release-time afforded to those faculty members with significant patient clinical responsibilities is designed to simultaneously further the academic interests of the faculty member, his/her Division, and the Department. While Division Chiefs are instructed to regularly support the provision of this time to faculty members with significant patient clinical responsibilities, the release time is not protected (may need to be forfeited to meet the needs of the Department) unless secured by intra- or extra-mural funding from entities outside the Department.

Educational Activities:

The education of medical students, residents, and fellows is considered to be the responsibility of all faculty members of the Department of Radiology. In order to support the interests of some of the faculty members in educational advancement and the formal educational needs of the Department, some faculty members are afforded education release-time (eFTE) through the Clinical Educator pathway. While Division Chiefs are instructed to regularly support the provision of this time to the Clinical Educator, the release time is not protected (may need to be forfeited to meet the needs of the Department) unless secured by intra- or extra-mural funding from entities outside the Department.

Administrative Activities:

While many faculty members in the Department of Radiology will have administrative duties, only a few will be assigned dedicated time (aFTE) to formally pursue administrative activities related to: 1. departmental academic affairs; 2. departmental education & training; or 3. Department/Imaging Program-centric and directed subspecialty technical work supporting maintenance and advancement of state-of-the-art clinical imaging with related clinical research (including Medical Physics, Advanced Imaging Applications, and Medical Imaging Informatics). Financial self-support of aFTE for either departmental academic affairs or departmental education & training is expected to come from the Department (funds or in kind), OSUCOM,

OSUWMC, and/or OSU; self-support for aFTE related to subspecialty technical work is subject to expectations for complete self-funding (salary, benefits, and appropriate administrative expenses) based on collections for personal professional services or in kind support by the Department

D. Responsibilities in Supporting Fiscal Health of Department

Consistent with the expectations of OSUCOM, the Department of Radiology expects each of its faculty members to support the clinical, research/scholarship, and educational missions of the Department through his/her talents & skills, diligence & dedication, professionalism & service, and creativity & innovation. At the same time, it is imperative that each faculty member contribute to the welfare of the Department through the financial support of its missions by means, and to degrees, commensurate with his/her aforementioned individual Time/Effort assignment (delineated at the time of individual appointment or Annual Review).

Each faculty member in the Department of Radiology is expected to generate sufficient funds through clinical practice collections, intra- or extra-mural funding from entities outside the Department, teaching subsidies, and/or supplements for specific tasks/administrative activities of importance to the Department to cover his/her salary and benefits, as well as an appropriate share of Division administrative expenses. By means of clinical revenue generation, clinical faculty should in most cases fulfill this obligation within one year of the date of hire.

The guidelines for faculty members to individually contribute to the fiscal health of the Department of Radiology are as follows:

Clinical Activities (*applies to faculty members with cFTE > 0.00*):

- Clinical productivity of each faculty member, represented by annual total wRVUs, should meet the current AAARAD threshold set by institutional leadership and prorated/imputed for the individual's cFTE; the threshold is currently at the 75th percentile.
- Clinical collections plus supplemental funds for clinical administrative duties by each faculty member should cover 100% of his/her salary, benefits, and expenses once prorated for the individual's cFTE, or meet the expectations of the Department Chair.

Research & Scholarship Activities (*applies to faculty members with rFTE > 0.20*):

- For research and scholarship activities, the Department of Radiology follows the OSUCOM Faculty Workload guidelines [<http://medicine.osu.edu/faculty/policies/pages/workload.aspx>] and Effort on Grants guidelines [<http://medicine.osu.edu/faculty/policies/pages/effort-on-grants.aspx>] in which the following are delineated:
 - For a research-focused faculty member (i.e. Tenure-track or Research) at the Associate Professor or Professor levels, it is expected that a minimum of 50% (3-year rolling average) of his/her rFTE-related salary, benefits, and expenses be supported by intra- or extra-mural funding from entities outside the Department, and that he/she is actively seeking multiple competitive national-level grants (preferably NIH grants equivalent to an R01) at all times. On the other hand, a newly hired research-focused faculty member at the Assistant Professor level is expected to recover at least 25% of his/her rFTE-related salary, benefits, and expenses within 3 years, and then sustain $\geq 25\%$ rFTE-related funding (3-year rolling average) while achieving a recovery level of $\geq 50\%$ within 6 years.
 - If after any 2 consecutive years it is clearly documented that a research-focused faculty member is not meeting the required performance expectations (e.g. maintenance of adequate rFTE self-funding), he/she may experience one of the following (with 3-month notice):
 - Non-guaranteed re-assignment by Department Chair to other duties (associated with loss of laboratory space) to: 1. increasing clinical activities in the case of a licensed/credentialed physician; 2. providing support to the research program of other Department faculty members in the case of a non-clinician researcher; or 3. increasing administrative work of importance to the Department, as determined by the Department Chair.
 - Reduction in his/her rFTE by Department Chair (with approval by Dean of OSUCOM) by up to 25% per year (maximum of 49% for Tenure-track faculty members); if an aforementioned re-assignment is not made, a reduction in Total FTE results.

Education Activities (*applies to faculty members with eFTE > 0.20*):

- The Department of Radiology considers formal education activities to also be subject to the OSUCOM Faculty Workload guidelines [<http://medicine.osu.edu/faculty/policies/pages/workload.aspx>] and Effort on Grants guidelines [<http://medicine.osu.edu/faculty/policies/pages/effort-on-grants.aspx>], but with slight modification as follows:
 - For an education-focused faculty member (Clinical Educator pathway) at the Associate Professor or Professor levels, it is expected that a minimum of 50% (3-year rolling average) of his/her eFTE-related salary, benefits, and expenses be supported by intra- or extra-mural funding from entities outside the Department (e.g. OSUCOM), or meet the expectations of the Department Chair, and that he/she is actively seeking ongoing funding at all times. On the other hand, a newly hired education-focused faculty member at the Assistant Professor level is expected to recover at least 25% of his/her eFTE-related salary, benefits, and expenses or meet the expectations of the Department Chair within 3 years, and then sustain \geq 25% eFTE-related funding (3-year rolling average) while achieving a recovery level of \geq 50% within 6 years, or meet the expectations of the Department Chair.
 - If after any 2 consecutive years it is clearly documented that an education-focused faculty member is not meeting the required performance expectations (e.g. maintenance of adequate eFTE self-funding) he/she may experience one of the following (with 3-month notice):
 - Non-guaranteed re-assignment by Department Chair to other duties, including to: 1. increasing clinical activities in the case of a licensed/credentialed physician; or 2. increasing administrative work of importance to the Department, as determined by the Department Chair.
 - Reduction in his/her eFTE by Department Chair (with approval by Dean of OSUCOM) by up to 25% per year (maximum of 49% for Tenure-track faculty members); if an aforementioned re-assignment is not made, a reduction in Total FTE results.

Administrative Activities (*applies to faculty members with aFTE > 0.00*):

- The Department of Radiology considers formal administrative activities related to subspecialty technical work supporting maintenance and advancement of state-of-the-art clinical imaging with related clinical research to be subject to the Compensation Plan for Research/Technology-Focused Radiology Faculty of the Department of Radiology (currently under review) to be:
 - Subject to expectations for complete self-funding (salary, benefits, and appropriate administrative expenses) based on collections for professional services or in kind support
 - If after any 2 consecutive years it is clearly documented that a technology-focused faculty member is not meeting the required performance expectations (e.g. maintenance of adequate aFTE self-funding) he/she may experience one of the following (with 3-month notice):
 - Non-guaranteed re-assignment by Department Chair to other duties (associated with loss of laboratory space) to: 1. increasing clinical activities in the case of a licensed/credentialed physician; 2. providing support to the research program of other Department faculty members in the case of a non-clinician researcher; or 3. increasing administrative work of importance to the Department, as determined by the Department Chair.
 - Reduction in his/her aFTE by Department Chair (with approval by Dean of OSUCOM) by up to 25% per year (maximum of 49% for Tenure-track faculty members); if an aforementioned re-assignment is not made, a reduction in Total FTE results.

Special Assignments:

- The guidelines on special assignments (SAs) related to teaching, service, or research apply only to Tenure-track faculty. Information on SAs is presented in the Office of Academic Affairs Special Assignment Policy [<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>]. The information provided below supplements these guidelines:
 - The guidelines do not constitute a contractual obligation. Fluctuations in the demands and resources of the Department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the Department Chair.
 - Reasonable efforts will be made to provide special research assignment (SRA) opportunities to any productive Tenure-track faculty on a rotating basis, but their approval will be subject to a number of factors, such as: 1. the quality of the proposal, including its potential benefit to the Department; 2. the current Department fiscal and/or operational status; and 3. the ability of the other Department faculty to absorb the regular obligations of the applicant in his/her absence.

- Faculty members who desire a SRA should discuss the matter with the Department Chair during his/her Annual Review. The Department Chair will indicate whether submission of a full proposal articulating the purpose and nature of the SRA is appropriate.
 - If a full proposal is requested, the proposal will be reviewed by an ad hoc committee (consisting of Chair, Vice Chair for Academic Affairs, Vice Chair for Research, and faculty member's Division Chief) for its merit and, if approved, for decisions on the level of support (time and funds).

General Principles:

A full-time faculty member's primary professional commitment is to OSU and guidelines are based on that commitment. Faculty who have professional commitments outside of OSU during on-duty periods (including teaching at another institution; conducting research for an entity outside of OSU; external consulting) must disclose and discuss these with the Chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy [\[http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf\]](http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf).

E. Development

The Mentorship Program of the Department of Radiology is aligned with that of the OSUCOM mentoring initiative. In the Department, the focus is on: 1. guiding junior Clinical faculty at the Assistant Professor level during their early career development (first 3 years) to eventual career success and promotion; and 2. assisting junior Tenure-track faculty at the Assistant Professor level in the successful pursuit of Tenure and fulfillment of its pre-requisites. The Department approaches to each group are outlined in the following table:

	Direct Mentoring	FAME Faculty Development Sessions
Clinical	Mentee selects senior-level personal Radiology Mentor within 6 months of hire: Mentor meets with junior faculty at least twice a year	Mentee to attend ≥ 2 Sessions/AY
	Mentoring Committee formed for each Mentee (Chair, Vice Chairs, Division Chief, Radiology Mentor): Committee meets with junior faculty member mid-AY	
	Chair & Vice Chair for Academic Affairs mentor junior faculty member during Annual Review	
Tenure-track	Mentoring Team (personal Radiology Mentor and any other faculty designates from within OSU): Team to meet with junior faculty member at least once per month	Mentee to attend ≥ 2 Sessions/AY
	Mentoring Committee formed for each Mentee (Chair, Vice Chairs, nonRadiology Mentor): Committee meets with junior faculty member mid-AY	
	Chair & Vice Chair for Research mentor junior faculty member during Annual Review	

F. Evaluations

In accordance with the OSUCOM Faculty Annual Review guidelines [\[http://medicine.osu.edu/faculty/policies/pages/annualreviews.aspx\]](http://medicine.osu.edu/faculty/policies/pages/annualreviews.aspx) and Faculty Workload Guidelines [\[http://medicine.osu.edu/faculty/policies/pages/workload.aspx\]](http://medicine.osu.edu/faculty/policies/pages/workload.aspx), each faculty member in the Department of Radiology undergoes an individual Annual Review near the time of, or upon, conclusion of each Academic Year (AY) (deadline set annually by Dean of OSUCOM). For the purposes of an objective evaluation of the annual performance of each Department faculty member, a metric-based system is used for rating performance in each of the following broad categories:

- **Clinical Activities**, including:
 - Demonstration of Commitment to Clinical Service: Satisfaction & Quality (66% of Incentive Plan)
 - Clinical Productivity
 - Clinical Revenue Generation

- Unique Clinical Contributions/Skills
- **Research & Scholarship Activities**, including:
 - Extramural Grants (NIH Grants, Competitive National Grants, Other Grants)
 - Companies
 - Patents
 - Peer-Reviewed Manuscripts
 - Tenured/Tenure Track Faculty Extramural % Research-Time (rFTE) Funding
 - Programmatic Funding secured by Faculty Member
- **Education Activities**, including:
 - Lectures
 - Contributions
 - Course Directed/Co-Directed
 - Faculty Extramural % Education-Time (eFTE) Funding
 - Other Contributions
- **Administrative Services**, including:
 - Service: International/National Professional Society/Organization
 - Service: Scientific Journals

For each of the aforementioned metrics, the annual rating is established relative to the respective annual time/effort allocation (established jointly by Department Chair and faculty member prior to start of each AY) as follows:

- Clinical FTE (cFTE)
- Research & Scholarship FTE (rFTE)
- Education FTE (eFTE)
- Administrative FTE (aFTE)

In addition, the following metrics reflecting professional “citizenship” are assessed as part of the Annual Review:

- Demonstrations of Service Quality & Professionalism, including:
 - Demonstration of Leadership (*if applicable*)
 - Demonstration of Consistent Commitment to Professionalism (34% of Incentive Plan)
- Adherence to Compliance & Safety Metrics
 - Compliance Metrics Achieved (*where applicable*)
 - Safety Metrics Achieved (*where applicable*)

The data incorporated into this metric-based instrument are used in the objective evaluation of the annual performance of each faculty member in the Department of Radiology at any time. This data is initially reviewed by the faculty member’s Division Chief in order to assess his/her performance for the concluding AY, as well as to review and establish future goals and performance expectations for the coming AY. To that end, face-to-face meetings between the Division Chief and the individual faculty member are strongly encouraged by the Department Chairman. Written evaluations of each faculty member by the respective Division Chief along each of the aforementioned metrics are then provided to the Department Chair for consideration in the preparation of the final written individual Annual Review report.

As part of the Annual Review, the Department faculty member contributes information about his/her accomplishments and indicates his/her top professional goals for the coming AY, as well as perceived past or future barriers to achieving his/her career goals. Included in the Annual Review of faculty members holding positions of academic/service-line leadership (including Division Chiefs and Section Heads) is an assessment of his/her leadership performance over the concluding AY; to that end, anonymous ratings by the Division’s/Section’s faculty members of each leader’s abilities to promote clinical care, research & scholarship, education, service quality, professionalism, and personal professional development/advancement are solicited by the Department Chair.

Finally, the Department Chair compiles the data and inputs to compose the written overall individual Annual Review report, incorporating ratings of Level of Achievement along the aforementioned metrics. Ratings for each area are one of the following:

- Failed to Meet Expectations
- Below Expectations
- Met Expectations
- Above Expectations
- Exceeded Expectations

The final Annual Review report also includes a narrative regarding the concluding AY, as well as time/effort allocations and relative expectations for the next AY.

Once complete, the written report is shared with the individual faculty member at least 24-hours prior to a face-to-face meeting between the Department Chair (or designee) and the individual, during which the evaluation of his/her performance over the concluding AY and goals for the starting AY are discussed, culminating in a consensus (following any warranted report modification) with joint-signature for confirmation of the report. If consensus cannot be reached, the Department Chair will seek guidance from the Dean of OSUCOM.

G. Complaints Against Faculty Members

The Department of Radiology is committed to the fair treatment, as well as the career development and advancement, of all members of its faculty. Nevertheless, instances can arise in which a faculty member does not consistently meet the expectations of the Department through demonstration of inefficiency, incompetence, and/or failure of good behavior/professionalism. Complaints against faculty members will follow the Faculty Rules of OSU and the guidelines of the OSUCOM and Department [<http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>].

H. Leaves & Absences

OSU policies pertaining to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook [<http://oaa.osu.edu/policiesprocedureshandbook.html>] and Office of Human Resources Policies and Procedures website [<http://hr.osu.edu/policy/>]. Department Guidelines 001 (Radiology Business Leave & Expenditures) and Department Guidelines 003 (Academic Leave Time Allowance/Procedures) address the procedures to be followed.

1. Faculty Professional Leave

A Faculty Professional Leave (FPL) constitutes a formal departure from regular academic duties and may be up to 9 months in length for 9-month faculty and up to 12 months in length for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees; before applying, an interested Department faculty member considering an FPL should fully acquaint themselves with these guidelines at [<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>].

Faculty members who desire an FPL should also discuss the matter with the Department Chair during his/her Annual Review. The Department Chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the Dean of OSUCOM, Office of Academic Affairs, and Board of Trustees before they may be implemented, an interested Department faculty member should submit FPL proposals for a particular AY no later than the end of October 1st of the preceding year, except when the development of an unexpected opportunity precludes such timing.

Requests for FPL will undergo peer review as required by OSU rules. The peer review will be led by the Vice Chair for Academic Affairs and 4 Department faculty members selected based on the relevance of their expertise to the activities proposed for the leave. Criteria used to evaluate the request for FPL include: 1. extent to which the faculty member will develop new expertise/skills; 2. degree to which this new expertise will contribute to the

advancement of the faculty member's scholarly career; 3. contribution of newly acquired expertise to the advancement of the missions of the Department, OSUCOM, OSUWMC, or OSU. The review committee will vote for or against the FPL after review of the request. A simple majority approval of the 5-member review committee is required to recommend the FPL to the Department Chair.

The Department Chair's recommendation to the Dean of OSUCOM regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the Department and to the faculty member as well as the ability of the Department to accommodate the leave at the time requested.

2. Leaves for Medical Reasons

When leaves for medical reasons are anticipated, Department faculty members are expected, as early as possible, to both complete the appropriate application-for-leave form and consult with the Department Administrator. When such absences are unexpected, the faculty member (or representative) should promptly notify directly the Division Chief and/or Department Chair so that important obligations of the faculty member can be managed.

Absences for medical reasons may be designated as Family and Medical Leave (FML) and counted towards the 12 weeks of FML time limit if applicable. Department faculty members are always expected to use sick leave for any covered medical issues (personal illness, illness of family members, medical appointments).

For further details, see OHR Policies 6.27 and 6.05 at <http://hr.osu.edu/policy/policy627.pdf> and <http://hr.osu.edu/public/documents/policy/policy605.pdf>, respectively.

3. Unpaid Leaves of Absence

A Department faculty member may request an unpaid leave of absence for personal reasons or professional reasons (e.g. opportunity to accept a visiting appointment at another institution). A faculty member desiring an unpaid leave of absence from the Department should submit a written request to the Department Chair for the absence as far in advance as possible of the time for which the leave is desired. Unpaid leaves of absence ultimately require the approval of the Department Chair, Dean of OSUCOM, OSU Office of Academic Affairs, and OSU Board of Trustees. Approval will be based on, but not limited to: 1. nature of the request; 2. extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence; and 3. positive or negative impact on the Department of the proposed absence.

Absences for personal reasons may be designated as FML and counted towards both the 12 weeks of FML time limit and unpaid leave, if applicable. Such requests should be processed with the help of the Department Administrator.

For further details see: <http://oaa.osu.edu/handbook.html>.

4. Discretionary Absence

A. Professional Advancement

The Department of Radiology recognizes that each faculty member can simultaneously support his/her own professional advancement and the academic missions of the Department, OSUCOM, OSUWMC, and/or OSU by involvement in high-quality professional activities. In order to encourage such professional advancement activities by its faculty, the Department allows each full-time faculty member to use 10 days per AY (prorated for FTE < 1.0) for these pursuits.

The appropriate application-for-leave form must be completed for any absences for Professional Advancement, because such discretionary absences from regular duties is not a right and the Department Chair (or designate) retains the authority to disapprove a proposed absence when it will interfere with important clinical, research/scholarly, educational, or administrative needs of the Department.

Categories of Professional Advancement include the following:

- *National Visiting Professorships*: Travel to an institution within the continental United States for the purposes of academic exchange may be classified as Professional Advancement. In general, visiting professorships should be limited to three days.
- *Invited Presentations at Professional Meetings*: The Department recognizes the value of dissemination of knowledge. Thus, faculty members who are invited to conduct workshops or present lectures at professional meetings of significance to the missions of the Department may use Professional Advancement time to attend such meetings.
- *Elected Leadership Positions to Major Professional Societies or Organizations*: With prior approval, Department faculty members are encouraged to seek positions of national and/or international prominence and of significant impact on their Radiology/Imaging field. If elected, faculty members are allowed to use Professional Advancement time to fulfill his/her obligations.
- *Continuing Medical Education*: The Department recognizes the need for continuing medical education for its faculty, but believes that this requirement is more and more best met through web-based options provided by professional societies rather than my meeting attendance.

To the best of its financial ability, the Department of Radiology will annually preserve funds to support the expenses related to these Professional Advancement activities; this is addressed in [Department Guidelines 008 \(Professional Expense Reimbursement Allowance \(PERA\)/Procedures\)](#). Along with application for approved absence, the individual Department faculty member may also apply for any available funding of a Professional Advancement activity (even if personal vacation time is utilized; this is addressed in [Department Guidelines 006 \(Conference Support Guidelines\)](#)). Decisions for or against time-approval and/or funding-approval will be made by the Department Chair, with prior Division Chief/Section Head input.

The following activities do not classify as potential Professional Advancement activities; approved vacation leave must be used instead:

- Professional Advancement activities in excess of a total of 10 days per year
- Preparation time for any activities authorized as Professional Advancement
- Paid consultancies

B. University Business

The Department of Radiology recognizes that support of the missions of the Department, OSUCOM, OSUWMC, and/or OSU, may require Department faculty members to participate in external activities potentially enhancing Department/Program operations, clinical referrals, and/or research or education reputations. When these activities arise and require absences of Department faculty from the institution, a faculty member may, with prior approval from the Department Chair, use the designation of University Business for his/her leave rather than use Professional Advancement time or vacation leave. However, University Business leave may not interfere with the day-to-day functioning of the Department and will be subject to review to ensure that the number of days away from OSU is not excessive. In addition, arrangements for coverage of regular duties of the Department faculty member must be made and communicated to relevant constituencies.

The appropriate application-for-leave form must be completed for University Business absences well in advance of a planned activity in order to provide sufficient time for its consideration/approval and for arranging any needed coverage; decisions about time-approval will be made by the Department Chair, with prior Division Chief/Section Head input. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ≥ 10 consecutive business days in duration. While expenses related to University Business is assured, they must comply with current Department, OSUCOM, OSUWMC, and/or OSU guidelines.

Categories of University Business include the following:

- *Mandated Department/OSUCOM/OSUWMC/OSU Business:* Travel and leaves mandated by the Department, OSUCOM, OSUWMC, or OSU in order to fulfill assigned roles are designated as University Business. Such travel may include, but is not limited to: site visits, consultation visits, project demonstrations, and retreats.
- *International Visiting Professorships:* International visiting professorships may be considered University Business if the OSU Office of Global Health has identified a strategic rationale for a relationship between the inviting institution and OSUCOM and/or OSUWMC. This rationale may include the desire to establish an educational exchange program; research collaboration; or joint clinical effort. International visiting professorships thus require prior authorization from the Office of Global Health Initiatives to be considered University Business.
- *NIH-Related Activities:* Participation in Study Sections and other NIH-associated business enhances the national reputation of faculty and thus the reputations of the Department, OSUCOM, OSUWMC, and OSU. Leave to attend meetings for these activities are considered University Business.
- *Collaborative Research Meetings:* Meetings to establish or maintain significant multi-center research collaborations may be considered University Business.
- *Appointments to National Boards or Regulatory Agencies:* Service to national boards or regulatory agencies enhances the reputations of the Department, OSUCOM, OSUWMC, and OSU. Such service will qualify for the designation of University Business.
- *Maintenance of Certification:* The institution requires that all physicians maintain certification in their primary area of practice. Thus, leaves for secure examinations needed for maintenance of certification can be classified as university business.
- *Depositions and Expert Witness Activities:* Faculty who are required to appear in court for cases directly related to their work with, or in support of, OSUWMC cases are allowed to use the University Business designation for their leave.

The following activities do not classify as potential University Business activities; approved vacation leave must be used instead:

- International Visiting Professorships that do not receive prior OSU Office of Global Health authorization
- Preparation time for any activities authorized as University Business
- Expert Witness work for cases not related to OSUWMC activities
- Paid consultancies

I. Compensation Guidelines

Compensation of faculty members of the Department of Radiology is addressed in the currently approved AP&T document.

J. Recruitment Guidelines

Recruitment of faculty members of the Department of Radiology is addressed in the currently approved AP&T document.

V. Organization of Department Services & Staff

In order to facilitate the missions of the Department of Radiology, 4 Vice Chair positions have been identified to support its Chair in his/her oversight of the needs and goals of both the Department of Radiology and Imaging Program shared-service; the 4 positions support: Clinical Services; Academic Affairs; Research; and Education. While the selection of the faculty member occupying each position at any time is at the sole discretion of the Department Chair, input from appropriate leaders of OSUCOM and/or OSUWMC and members of the Department should be expected. As solely decided by the Department Chair, these positions may be expanded, eliminated, or combined based on changing situations in the Department and demands on it.

The Department of Radiology is organized into Divisions reflecting various clinical subspecialties or research/technical disciplines within the field of Radiology/Imaging; with few exceptions, each faculty member is assigned to a Division for the purposes of optimal functionality of the Department and maintenance of communication

between all members of its faculty about operations of the Department, OSUCOM, OSUWMC, and OSU. Each clinical Division represents both a clinical or research/technology service line and an academic subunit led by a Chief who is responsible (as appropriate) for the clinical, research/scholarship, education, and administrative activities specific to his/her Division within the Department. Currently, the Department is comprised of 13 Divisions. They include the following 10 clinically-focused Divisions of:

- Abdominal & Pelvic Imaging
- Cardiovascular Imaging
- Emergency Radiology
- Interventional Radiology (including the Section of Cross-Sectional Interventional Radiology)
- Medical Imaging Informatics
- Molecular Imaging & Nuclear Medicine
- Musculoskeletal Imaging
- Neuroradiology (including the Section of Head & Neck Imaging)
- Thoracic Imaging
- Women's Imaging (including the Section of Breast Imaging)

Also included in the Department are the following 3 research/technology-focused Divisions of:

- Imaging Sciences
- Medical Physics
- Radiobiology

Additionally, some clinically-focused Divisions contain Sections focusing on very specific aspects of the clinical subspecialty; each Section is led by a faculty-member Head. Currently, the following Sections are found in the Department:

- Cross-Sectional Interventional Radiology (within the Division of Interventional Radiology)
- Breast Imaging (within the Division of Women's Imaging)
- Head & Neck Imaging (within the Division of Neuroradiology)

Last, traversing the Divisions of the Department of Radiology are clinical imaging modality optimization groups; each is led by a faculty-member Clinical Director and is comprised of radiologists, research/technology-focused Radiology faculty, and Radiology technologists. Currently, clinical imaging modality optimization groups are in place for:

- Magnetic Resonance Imaging
- Ultrasonography

The following functions are at the sole discretion of the Chair of the Department of Radiology, but appropriate input from departmental leadership and objective justification should be expected:

- Creation, elimination, or combination of Vice Chair positions and definition of their scopes of responsibilities
- Appointment, removal, or replacement of an individual faculty member to/from/in the Vice Chair position
- Creation, elimination, or combination of a Division, Section, or clinical imaging modality optimization group
- Appointment, removal, or replacement of a Division Chief, Section Head, or Clinical Director
- Complete or partial transfer of a faculty member from one Division, Section, or clinical imaging modality optimization group to another

The Department of Radiology functions as an academic unit through the guidelines and procedures of OSU and OSUCOM. However, the actual professional practice of medicine by the Department is conducted through the guidelines and procedures of the FGP and OSU Radiology, LLC, governed by the "Code of Regulations of The Ohio State University Physicians" and "The Ohio State University Wexner Medical Center Compact." The performance of the clinically-related duties of the Department has been more aligned with the clinical operations of OSUWMC with

the evolution of a shared-service practice (effective 2013) for the purposes of integrating the professional and technical activities related to imaging.

OSU Radiology, LLC also serves as the principal source of income to carry out the academic missions of the Department of Radiology. Therefore, a direct and constant relationship between the Department and the LLC is essential for the successful functioning of either entity. The Department Chair also serves as the Chair/President of OSU Radiology, LLC, with its Executive Committee comprised of the Division Chiefs (Section Heads) of the Department.

VI. Overview of Departmental Administrative Processes & Decision-Making

The Chair of the Department of Radiology carries ultimate supervisory and decision-making authority for all matters of concern within the Department. As previously mentioned, the Department Chair will appoint Vice Chairs, as needed, to help oversee key departmental issues. Each Vice Chair reports directly to the Department Chair; Vice Chair appointments are for a period of one year, but are automatically renewed pending a positive Annual Review.

Senior leaders of the Department of Radiology (Vice Chairs and Division Chiefs) are cumulatively responsible for contributing to the direction of the entire Department, but with individual contributions focusing on their interests and responsibilities. While departmental strategic planning is ultimately the responsibility of the Department Chair, senior leadership must contribute ideas, support, and effort toward the clinical, research/scholarship, and educational missions of the Department, as well as to its ongoing needs for financial stability and resource generation.

The overall clinical and academic operations of the Department of Radiology are largely determined by consensus of the Committee of Division Chiefs, composed of the Chiefs of each Division (Section Heads are included if there is no Division Chief in place) within the Department. The Department Chair also chairs the Committee of Division Chiefs, which meets monthly (minutes taken). Each Division Chief (also Section Heads in the absence of a Division Chief) reports directly to the Department Chair, works closely with the Vice Chairs to achieve his/her Division's goals; a Division Chief appointment is for a period of one year, but is automatically renewed pending positive Annual Review.

For issues of the most general and/or highest level of importance, as determined by the Department Chair and the Committee of Division Chiefs, governance by majority vote of the entire Department of Radiology faculty will be required.

VII. Department Administration

A. Chair

The primary responsibilities of the Chair of the Department of Radiology are set forth in Faculty Rule 3335-3-35 [<http://trustees.osu.edu>]. This rule requires the Department Chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6 [<http://trustees.osu.edu>] also requires the Chair to prepare, in consultation with the departmental faculty, a document setting forth guidelines and procedures pertinent to AP&T [<http://oaa.osu.edu/handbook.html>].

Other responsibilities of the Chair of the Department of Radiology, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized as follows:

- To have general administrative responsibility for Department programs, subject to the approval of the Dean of OSUCOM, and to conduct the business of the Department efficiently and effectively. This broad responsibility includes the acquisition and management of professional funds, and the hiring and supervision of Department faculty and staff. With the recent formation of the imaging shared-service (effective 2013), these responsibilities of the Department Chair extend to the technical aspects of the Imaging Program at OSUWMC; the Department Chair also holds the position of Director of the Imaging Program at OSUWMC.
- To plan with the members of the faculty in the Department of Radiology and the Dean of OSUCOM a progressive program; to encourage advancement of research/scholarship and education.

- To evaluate and improve instructional and administrative processes on an ongoing basis.
- To oversee the evaluation process for faculty members in accordance with both OSUCOM- and Department-established criteria; to inform faculty members when they receive their Annual Review of their right to review their primary personnel file maintained by their Department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To evaluate each Vice Chair, Division Chief, Section Head, and Clinical Director annually in accordance with both OSU- and Department-established criteria.
- To recommend appointments, promotions, dismissals, and matters affecting the tenure of Department faculty members to the Dean of OSUCOM, in accordance with procedures set forth in Faculty Rule 3335-6 [<http://trustees.osu.edu/university/facultyrules>] and the Departmental AP&T document.
- To see that all faculty members, regardless of their assigned location, are offered Department privileges and responsibilities appropriate to their rank and skills; and, in general, to lead in maintaining a high level of morale.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

While day-to-day responsibility for specific matters may be delegated by the Chair of the Department of Radiology to others, the Department Chair retains final responsibility and authority for all matters covered by this Pattern of Administration, subject when relevant to the approval of the Dean of OSUCOM, OSU Office of Academic Affairs, and OSU Board of Trustees.

Operational efficiency requires that the Chair of the Department of Radiology exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of Department academic goals are, however, most successful when all faculty members participate in discussing and deciding matters of general or high-level importance. The Department Chair will, therefore, consult with the faculty on all academic guidelines and educational issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the Department Chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B. Vice Chairs

1. Vice Chair for Academic Affairs

The Vice Chair for Academic Affairs is appointed by the Chair of the Department of Radiology and assists the Department Chair in all matters of faculty AP&T, as well as issues of ethical academic and professional conduct. The Vice Chair for Academic Affairs counsels and assists faculty members in their professional development. All recruitments to the Department are indirectly under the supervision of this Vice Chair and his/her office seeks to expand the diversity of the faculty and academic programs. This office will also serve as a liaison with the Senior Associate Dean for Academic Affairs of OSUCOM.

Specific responsibilities of the Vice Chair for Academic Affairs include:

- Provides oversight of activities of Department Committee of the Eligible Faculty (CEF) and P&T Committee.
- Leads faculty discussions and deliberations regarding Appointments, Promotion, and Tenure issues.
- Reports results of all faculty AP&T decisions to the Department Chair.
- Addresses faculty concerns regarding AP&T decisions and aids in resolution of these concerns on behalf of the Department and in accordance with Department, OSUCOM, and OSU Office of Academic Affairs guidelines/guidelines.
- Supervises Department mentoring program for Department junior faculty members.

2. Vice Chair for Clinical Operations

The Vice Chair for Clinical Operations is appointed by the Chair of the Department of Radiology. Under the

direction of the Department Chair, and working closely with the Administrator of Imaging Services, the Vice Chair for Clinical Operations oversees the full range of operations (both professional and technical) of clinical imaging services throughout OSUWMC.

Specific responsibilities of the Vice Chair for Clinical Operations include:

- Establishes standard operating guidelines and procedures for all clinical operations in the imaging services.
- Develops performance-based clinical quality measures and oversees ongoing monitoring of quality standards.
- As and when directed by the Chair of the Department of Radiology, serves on Department, OSUCOM, individual OSU hospital, or OSUWMC committees in order to represent the clinical interests of the Department or Imaging Program.
- Assists the Chair of the Department of Radiology in the development and implementation of clinical compliance standards for Department faculty.
- Works closely with Division Chiefs, Administrator of Imaging Services, and Associate Directors of Imaging Services in addressing work-performance or human resources issues pertaining to physicians, technologists, and nurses.

3. Vice Chair for Research

The Vice Chair for Research is appointed by the Chair of the Department of Radiology and coordinates a broad comprehensive research program for the Department.

Specific responsibilities of the Vice Chair for Research include:

- Promotes the performance high-quality basic, translational, and clinical imaging-related research within the Department and in collaborations with other departments, centers, and colleges at OSU.
- Promotes and facilitates research program growth, research opportunities, and pursuits of intra- and extra-mural grant funding in the Department.
- Expands and extends infrastructure for high-impact research endeavors by creating partnerships with research centers, institutes, and other OSU and nonOSU entities.
- Facilitates Department acquisition and maintenance of research grant funding, especially from NIH.
- Facilitates the production of high-quality peer-reviewed manuscripts in high-impact journals by Department faculty.
- Provides oversight of investigative activities in research/technology-focused Divisions (Imaging Sciences, Medical Physics, Radiobiology) of the Department.
- Promotes development of seminars/workshops to stimulate interest in imaging-related research in the Department.
- Assists Department Chair in the determination of current and future research space and resource allocations.
- Works with Department/Program administration, to serve as a Department liaison with the OSUCOM and OSU research offices.
- As and when directed by the Chair of the Department of Radiology, serves on Department, OSUCOM, or OSUWMC committees in order to represent the research interests of the Department or Imaging Program.
- Develops a strategic plan to stimulate research engagement and success by Department junior faculty and trainees.
- Integrates Department research opportunities with the OSU CCTS.

4. Vice Chair for Education

The Vice Chair for Education is appointed by the Chair of the Department of Radiology and is responsible for ensuring the quality and competitiveness of the educational programs of the Department, and accordingly the national reputation of the Department, OSUCOM, OSUWMC, and OSU. This role requires participation in both education program planning and clinical operations planning to ensure seamless integration between the educational and clinical missions of the Department.

Specific responsibilities of the Vice Chair for Education include:

- Promotes the high-quality Radiology/Imaging education for trainees (medical students, residents, fellows) at OSU.

- Provides oversight of medical student educational activities through supervision of the Medical Student Education Director and his/her related programmatic duties for the purposes of maintenance of high quality and compliance.
- Provides oversight of Radiology resident educational activities through supervision of the Radiology Resident Program Director and his/her related programmatic duties for the purposes of maintenance of high quality and compliance.
- Provides oversight of Radiology fellowship educational activities through supervision of the individual fellowship directors and their related programmatic duties for the purposes of maintenance of high quality and compliance.
- Carries responsibilities of residency program education planning and resident evaluation for the Radiology Residency Program of the Department.
- Carries responsibility resident/fellow-candidate recruitment for the Department, based on procedures to encourage diversity developed in collaboration with the OSUCOM Human Resources-Recruiting Office.
- Functions as liaison with OSUCOM and OSUWMC administration to ensure that the Department educational programs meet external expectations and are appropriately supported within the institution at large.
- Functions as liaison with the: 1. Vice Chair for Academic Affairs to promote excellence in faculty teaching and to document individual faculty member accomplishments in Department education for AP&T opportunities; 2. Vice Chair for Clinical Operations to ensure that educational programs integrate efficiently and effectively with Imaging Program clinical activities; and 3. Vice Chair for Research to pursue and develop opportunities for trainees to participate in scholarly activities in the Department.
- Assists Department Chair in the determination of current and future education space and resource allocations.
- Promotes and facilitates education program growth, formal education opportunities, and pursuits of education grant funding in the Department
- Expands and extends infrastructure for high-impact education endeavors by creating partnerships with other OSU and nonOSU entities.
- Facilitates Department acquisition and maintenance of education funding.
- Works with Department/Program administration, to serve as a Department liaison with the OSUCOM and OSU education offices.
- As and when directed by the Chair of the Department of Radiology, serves on Department, OSUCOM, or OSUWMC committees in order to represent the educational interests of the Department or Imaging Program

C. Division Chiefs (& Sections Heads)

Each Chief of a Division, and Head of a Section (with Division Chief input), is appointed by the Chair of the Department of Radiology and serves the Department Chair to supervise a specific aspects of the Department and the Imaging Program. Each Division Chief is responsible for developing in his/her Division the appropriate balance of clinical, research, and education missions that support the goals of the Department; in the absence of a Division Chief, the Section Head services in like fashion for his/her Section. Under the guidance of the Chief (or when appropriate, the Head), the Division faculty (or when appropriate, the Section faculty) are expected to participate vigorously and regularly in all departmental patient care and academic programs.

The responsibilities of the Division Chief (or when appropriate, the Section Head) are diverse and include, but are not limited to, the following:

- Carries general administrative responsibility for his/her Division, subject to the approval of the Department Chair.
- Serves as combined professional and technical service-line leader for specific area of Imaging Program at OSUWMC.
- Has responsibility for conducting the business of the Division efficiently and effectively, including participation in the sound administration of Division finances and supervision of Division/Program faculty and staff.
- Becomes an active participant in Division faculty development, providing counseling and mentoring.
- Approves and finalizes all faculty work assignments and distributions of professional effort for each faculty member in accordance with goals set by Department Chair in last Annual Review; this includes allocation of time for clinical, research/scholarly, educational, and/or administrative responsibilities. The immediate assignments of a Division Chief are considered final; faculty members disagreeing with assignment patterns should first discuss the specific

issues with the Division Chief and may then consult jointly with both the Division Chief and Department Chair if still in dispute.

- Develops a program of state-of-the-art clinical care, ensures reasonably prompt access to Division's in-patient and out-patient imaging services, and takes appropriate actions to correct any service or quality deficiencies.
- Provides leadership and fosters an environment that supports productive extramurally funded research and other scholarly activities.
- Supports Division-related educational programs and initiatives of the Department.
- Serves as an active leader in all administrative and academic aspects of the Department.
- Evaluates Division faculty members annually in accordance with established criteria of both Department and OSUCOM

D. Department/Program Committees

Much of the development and implementation of guidelines and programs of the Department of Radiology and Imaging Program is carried out by standing or ad hoc committees. The Department Chair is an ex officio member of all Department or Imaging Program committees and may vote as a member on all, except on the CEF and APT Committee. Standing committees for the Department/Program include the following:

Faculty-Related

- *Committee of the Eligible Faculty and P&T Committee*
 - Charge: Oversees all aspects of Department AP&T process as well as departmental adherence to relevant OSUCOM guidelines.
 - Chair: Vice Chair for Academic Affairs, or appointed by Chair of Department of Radiology and functioning under direct supervision of Vice Chair for Academic Affairs
 - Members: As outlined by OSU AP&T process. See the college APT Document for details (<http://oaa.osu.edu/assets/files/documents/MED-APT.pdf>).
 - Meeting Frequency: As needed, but a minimum of 3 meetings per year.

General Operations-Related

- *Committee of Division Chiefs*
 - Charge: Helps to provide oversight of general functions of Department of Radiology, allowing representation of interests and concerns of individual Divisions
 - Chair: Chair of Department of Radiology
 - Members: Division Chiefs (and Assistant Chiefs as needed), any Section Heads in Divisions with open Chief positions, Vice Chairs, Administrator of Imaging Services, and Administrator of Department
 - Meeting Frequency: Every month
- *Committee on Imaging Compliance, Accreditation, and Credentialing*
 - Charge: Responsible for maintaining good standing of both the Imaging Program with state (e.g. ODH) or federal (e.g. FDA) regulatory agencies, and for providing oversight in achieving desired accreditations (e.g. ACR, Joint Commission)
 - Chair: Chair of Department of Radiology
 - Members: Multi-disciplinary representatives appointed by Department Chair
 - Meeting Frequency: Semi-annually, as needed
- *Committee on Imaging Technology Assessment & Resource Allocation*
 - Charge: Responsible for prioritization of OSUWMC imaging capital investments, as well as for technology-based assessments for decision-making on major imaging equipment management (e.g. purchases, upgrades, reallocation, servicing)
 - Chair: Chair of Department of Radiology
 - Members: Multi-disciplinary representatives appointed ad hoc by Department Chair, based on current need for expertise
 - Meeting Frequency: As needed

Clinical Operations-Related

- *Committee on Imaging Quality & Process Improvement*
 - Charge: Helps to provide oversight of delivery of high-quality and efficient imaging-based care by Imaging Program, often by responding to queries/suggestions/requests from other OSUWMC quality-focused groups

- Chair: Chair of Department of Radiology (or designate)
- Members: Multi-disciplinary representatives appointed by Department Chair, but open to entire Department/Program/OSUWMC communities
- Meeting Frequency: Every other month (alternating with Committee on Imaging Safety & Risk Reduction)
- *Committee on Imaging Safety & Risk Reduction*
 - Charge: Helps to provide oversight of delivery of safe (e.g. complication-free interventions) and risk-free (e.g. minimized risk from contrast or radiation exposure) imaging-based care by Imaging Program, often by responding to queries/suggestions/requests from other OSUWMC safety-focused groups.
 - Chair: Chair of Department of Radiology (or designate)
 - Members: Multi-disciplinary appointed by Department Chair, but open to entire Department/Program/OSUWMC communities
 - Meeting Frequency: Every other month (alternating with Committee on Imaging Quality & Process Improvement)
- *Mortality & Morbidity Conference*
 - Charge: Objectively review select clinical cases or issues in order to discuss management decisions, provide a learning opportunity focused on systematic thinking, and identify opportunities to improve patient safety and quality of care.
 - Chair: Appointed by Chair of Department of Radiology
 - Members: Open to all Department faculty members and trainees, and to entire technical and nursing staff of Imaging Program
 - Meeting Frequency: Monthly

Education Operations-Related

- *Radiology Education & Evaluation Committee*
 - Charge: Establishes, reviews, and administers the guidelines and procedures of the residency programs (Diagnostic Radiology, Nuclear Medicine) and fellowship programs within the Department of Radiology, as well as provides a platform for faculty members to discuss issues pertaining to the education-related actions of Department faculty and trainees, and to advance new educational proposals
 - Chair: Vice Chair for Education
 - Members: Appointed by Vice Chair for Education
 - Meeting Frequency: Semi-annually, as needed
- *Diagnostic Radiology Clinical Competence Committee*
 - Charge: While reporting to the Radiology Education & Evaluation Committee, this Committee does the following on an every-6-month basis: 1. reviews all Diagnostic Radiology resident evaluations; 2. prepares a report on current status of each Diagnostic Radiology resident based on formative and summative evaluations (e.g. monthly evaluations, snapshot evaluations, 360 evaluations); 3. ensures that milestone assessments of each Diagnostic Radiology resident are reported to the ACGME when expected (December and June); and 4. advises the Director of the Diagnostic Radiology Program regarding Diagnostic Radiology resident progress, including promotion, remediation, and dismissal
 - Chair: Director of Diagnostic Radiology Residency Program
 - Members: Appointed jointly by Director of Diagnostic Radiology Residency Program and Vice Chair for Education
 - Meeting Frequency: Semi-annually
- *Diagnostic Radiology Program Evaluation Committee*
 - Charge: This Committee assists the Director of the Diagnostic Residency Program in the following: 1. planning, developing, and implementing all educational activities of the Diagnostic Radiology residency program; 2. reviews, and revises when necessary, the individual rotation competency-based goals and objectives; 3. reviews annually, and revises when necessary, the formative evaluation tools used for rotations and ensures compliance with their use, including appropriate feedback to each Diagnostic Radiology resident; 4. oversees the evaluation tools used for Department faculty and ensures compliance with their use, including appropriate feedback to each faculty member; 5. conducts regular assessments of the Diagnostic Radiology residency program and prepares annual program evaluation as required by GME and ACGME; and 6. addresses areas of non-compliance with ACGME standards.
 - Chair: Appointed by Director of Diagnostic Radiology Residency Program
 - Members: Appointed by Director of Diagnostic Radiology Residency Program
 - Meeting Frequency: As needed
- *Nuclear Medicine Clinical Competence Committee*
 - Charge: While reporting to the Radiology Education & Evaluation Committee, this Committee does the following on an every-6-month basis: 1. reviews all Nuclear Medicine resident evaluations; 2. prepares a report on current status of each Nuclear Medicine resident based on formative and summative evaluations (e.g. monthly evaluations, snapshot evaluations,

- 360 evaluations); 4. ensures that milestone assessments of each Nuclear Medicine resident are reported to the ACGME when expected (December and June); and 5. advises the Director of the Nuclear Medicine Program and Vice Chair for Education regarding Nuclear Medicine resident progress, including promotion, remediation, and dismissal
- Chair: Director of Nuclear Medicine Residency Program, with direct supervision by Vice Chair for Education
 - Members: Appointed jointly by Director of Nuclear Medicine Residency Program and Vice Chair for Education
 - Meeting Frequency: Semi-annually
- *Nuclear Medicine Program Evaluation Committee*
 - Charge: This Committee assists the Director of the Nuclear Medicine Residency Program in the following: 1. planning, developing, and implementing all educational activities of the Nuclear Medicine residency program; 2. reviews, and revises when necessary, the individual rotation competency-based goals and objectives; 3. reviews annually, and revises when necessary, the formative evaluation tools used for rotations and ensures compliance with their use, including appropriate feedback to each Nuclear Medicine resident; 4. oversees the evaluation tools used for Department faculty and ensures compliance with their use, including appropriate feedback to each faculty member; 5. conducts regular assessments of the Nuclear Medicine residency program and prepares annual program evaluation as required by GME and ACGME; and 6. addresses areas of non-compliance with ACGME standards.
 - Chair: Appointed jointly by Director of Nuclear Medicine Residency Program and Vice Chair for Education
 - Members: Appointed jointly by Director of Nuclear Medicine Residency Program and Vice Chair for Education
 - Meeting Frequency: Semi-annually
 - *Interventional Radiology Clinical Competence Committee*
 - Charge: While reporting to the Radiology Education & Evaluation Committee, this Committee does the following on an every-6-month basis: 1. reviews all resident evaluations of Interventional Radiology rotations; 2. prepares a report on current status of each Interventional Radiology resident performance based on formative and summative evaluations (e.g. monthly evaluations, snapshot evaluations, 360 evaluations); 4. ensures that milestone assessments of each Interventional Radiology resident are reported to the ACGME when expected (December and June); and 5. advises the Director of the Interventional Radiology Residency Training and Vice Chair for Education regarding Interventional Radiology resident progress.
 - Chair: Director of Interventional Radiology Residency Training, with direct supervision by Vice Chair for Education
 - Members: Appointed jointly by Director of Interventional Radiology Residency Training and Vice Chair for Education
 - Meeting Frequency: Semi-annually
 - *Interventional Radiology Program Evaluation Committee*
 - Charge: This Committee assists the Director of Interventional Radiology Residency Training in the following: 1. planning, developing, and implementing all educational activities of the Interventional Radiology resident training program; 2. reviews, and revises when necessary, the individual rotation competency-based goals and objectives; 3. reviews annually, and revises when necessary, the formative evaluation tools used for rotations and ensures compliance with their use, including appropriate feedback to each Interventional Radiology resident; 4. oversees the evaluation tools used for Department faculty and ensures compliance with their use, including appropriate feedback to each faculty member; 5. conducts regular assessments of the Interventional Radiology resident training program and prepares annual program evaluation as required by GME and ACGME; and 6. addresses areas of non-compliance with ACGME standards.
 - Chair: Appointed jointly by Director of Interventional Radiology Residency Training and Vice Chair for Education
 - Members: Appointed jointly by Director of Interventional Radiology Residency Training and Vice Chair for Education
 - Meeting Frequency: Semi-annually

E. Department Faculty Meetings

The Chair will strive to make arrangements for at least one meeting of the entire faculty of the Department of Radiology per semester. Each Division Chief is expected to hold monthly meetings of his/her Division faculty.

For each Department Faculty Meeting, a completed agenda will be distributed in advance to all Department faculty members; reasonable efforts will be made to distribute the agenda by e-mail at least 3 business days in advance. Minutes of each Department Faculty Meeting will be taken and then reviewed for approval by simple majority vote (50% plus one member) of the faculty members in attendance (including by phone connection) at the subsequent Department Faculty Meeting. On the written request $\geq 25\%$ of the Department faculty members with compensated FTEs of $\geq 50\%$, an additional ad hoc Department Faculty Meeting will be scheduled; the Chair will make reasonable efforts to have that meeting take place within one week of receipt of the request.

The Department of Radiology accepts the fundamental importance of full and free discussion, but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Typically, a Department Faculty Meeting will be conducted with no more formality than is needed to attain the goals of open discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

F. Faculty Voting Procedures

On major issues of the Department of Radiology requiring faculty approval, formal voting will be conducted by e-mail with the results presented anonymously to the Department Chair. An important matter will be considered decided once a particular position is supported by a simple majority vote (50% plus one member) of those faculty members eligible to vote. In such cases, all votes must be received within 7 business days after electronic ballots have been issued.

When an important matter must be decided and a simple majority of all voting-eligible faculty members cannot be achieved on behalf of any position, the Department Chair will make the final decision and present the supporting reasons.

G. Allocation of Department Funds, Space & Resources

1. Department/Program Funds

All financial decisions will be made according to the aforementioned governance of the Department of Radiology, emphasizing the goal of optimally meeting the clinical, research/scholarly, educational, and administrative missions of the Department. The Department Chair has ultimate decision-making authority in all Department budgetary issues, but significant input from, and discussion with, Vice Chairs, Division Chiefs, Section Heads, Clinical Directors and Department/Program administration should be expected.

Financial resources for the Department of Radiology can come from a variety of sources including the following: clinical practice income, OSUCOM or OSU support, OSUWMC allocations, individual hospital support, research grants, philanthropy, etc. The ultimate responsibility and accountability for the distributions of these funds within the Department of Radiology resides with the Department Chair, who will abide by the guidelines established within the Department, OSUCOM, OSUWMC, or OSU in the process.

1. Office Space Assignment

All faculty members are entitled to office space according to the OSUWMC Space Guidelines and Space Allocation Guidelines [<https://onesource.osumc.edu/departments/Facilities/Documents/Space%20Policies.pdf>]. The Chair of the Department of Radiology, with the help of Department/Program administration, is responsible and accountable for the efficient management of office space according to that document.

2. Research Space Assignments

A Department of Radiology faculty member may have research space assigned within the Department or within a center/institute. Research space assigned by the Department is governed by OSUWMC Space Guidelines and Space Allocation Guidelines [<https://onesource.osumc.edu/departments/Facilities/Documents/Space%20Policies.pdf>] which considers total grant awards per square foot of research space, total indirect cost recovery per square foot, and the quality and efficiency of the research space provided. The initial size and subsequent growth (or retrenchment) of laboratory space will depend upon the faculty member's ability to secure research funding. When the allocated research space is housed within a center/institute external to the OSUWMC, the guidelines and procedures for that center/institute will apply to the Department faculty member.

VIII. Educational Responsibilities of Department

Course Offerings and Teaching Schedules

The Vice Chair for Education will annually confirm with the OSUCOM or any other OSU departments/institutes/centers the schedule of instructional offerings by faculty members in the Department of

Radiology. Graduate courses supported by the Department will be offered at a time and frequency that meets the needs of the graduate students. Oversight for the quality of the Department instructional offerings will be provided by the Vice Chair for Education.

Department Faculty Teaching Responsibilities

All faculty members with the Department of Radiology are expected to contribute to activities supporting the education and training of medical students, residents, fellows, and graduate students, unless deemed exempt by the Department Chair. Department faculty members with teaching assignments are expected to fully meet their responsibilities. These include, but are not limited to:

- Adhering the curriculum the faculty member is assigned to teach
- Complying with trainee work load and work-hour restrictions
- Monitoring trainees for fatigue, stress, or impairment, and in the presence of any concerns, then notifying appropriate education leaders
- Completing accurate and useful evaluations of trainees in a timely fashion
- Mentoring trainees

Each faculty member with an educational leadership position (e.g. Director of Radiology Residency Program) will have expanded duties based on his/her position. They are expected to maintain an active teaching and supervisory role, adhering to the responsibilities above.

IX. Guidelines on Personal External Activities

OSU policies with respect to supplemental compensation and external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook at [<http://oaa.osu.edu/handbook.html>]. The Department of Radiology adheres to these policies in every respect. In particular, the Department expects its faculty members to carry out the duties associated with their primary appointment with OSU at a high level of competence before seeking other income-enhancing opportunities.

In addition, it is OSU policy that faculty may not spend more than one business day per week on supplementary-compensated activities and external consulting combined.

Any outside activity providing a Department faculty member with supplemental compensation, such as external consulting, must be approved in advance by the Department Chair, regardless of the source of compensation. Approval will be contingent on the following: 1. extent to which the faculty member is carrying out regular duties at an acceptable level; 2. likelihood that the outside activity would interfere with regular duties of the faculty member; and 3. academic value of the proposed activity to the Department.

A faculty member in the Department of Radiology who fails to adhere to OSU policies on these matters, including seeking prior approval for external activities, will be subject to disciplinary action.

X. Conflicts of Interest or Commitment

A. Conflict of Interest

OSU policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook at [<http://oaa.osu.edu/policiesprocedureshandbook.html>]. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon the professional judgment of a faculty member or administrator in exercising any OSU duty or responsibility, including designing, conducting, or reporting research.

Each Department faculty member is required to complete a conflict of interest form annually, with updates required whenever new activities pose the possibility of new financial conflicts of interest. Department faculty who fail to either complete this process or cooperate with OSU officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

B. Conflict of Commitment

OSU policy with respect to conflict of commitment is set forth in the Office of Academic Affairs Policies and Procedures Handbook [<http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>].

A conflict of commitment exists when external or other activities are so substantial or demanding as to interfere with the individual faculty member's service and/or responsibilities to the Department of Radiology, OSUCOM, or OSU. Faculty members are expected to disclose and discuss any external commitments not directly related to his/her regular assignments with the Department Chair. If an activity cannot be managed by the faculty member and the Department Chair to avoid a conflict, or the reasonable appearance of a conflict of commitment, the faculty member must refrain from participating in the external activity.

IX. Grievance & Appeal Procedures

A faculty member in the Department of Radiology is encouraged to seek informal resolution to concerns within their respective Division. If this is not possible, or does not lead to satisfactory resolution, a Department faculty member with grievances should discuss them with the Department Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible; the Vice Chair for Academic Affairs will assist the Department Chair in the review and examination of grievances and will help oversee resolution of the grievance processes. Content describing procedures for the review of specific types of complaints and grievances follows:

A. Faculty Salary Grievances

A Department faculty member who believes that his/her salary is inappropriately low should first discuss the matter with the Department Chair [<http://medicine.osu.edu/faculty/guidelines/pages/salaries.aspx>]; the faculty member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the Chair, and wish to pursue the matter further, may be eligible to file a more formal salary appeal [<http://oaa.osu.edu/handbook.html>].

B. Faculty Promotion & Tenure Appeals

P & T appeals procedures are set forth in Faculty Rule 3335-5-05 [<http://trustees.osu.edu>]

C. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 at [<http://trustees.osu.edu>].

D. Sexual Harassment

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

E. Professional Student Honor Code

During time spent interacting with faculty members of the Department of Radiology, students of the OSUCOM or visiting medical students will be expected to abide by professionalism standards (Section 8) and, at the same time, should expect to be treated according to the standards of conduct in the teacher-learner relationship (Section 13), as delineated in the OSUCOM Medical Student Handbook [<http://medicine.osu.edu/students/life/handbook/pages/index.aspx>]

History:

Approved to replace all previous versions: ../.../15