

**PATTERNS OF
ADMINISTRATION**

**DEPARTMENT OF
BIOMEDICAL EDUCATION &
ANATOMY THE OHIO STATE
UNIVERSITY**

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PATTERNS OF ADMINISTRATION

Department of Biomedical Education & Anatomy

INTRODUCTION

This document provides a brief description of the Department of Biomedical Education & Anatomy as well as a description of its' policies and procedures. It supplements the Rules of the University faculty and other policies and procedures of the University to which the department and faculty are subject. The latter rules, policies, and procedures, and changes in them, take precedence over statements in this document.

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

DEPARTMENT MISSION

The mission of the Department of Biomedical Education and Anatomy is to advance basic and clinical medical sciences education through innovative and integrated curricula

and scholarship, as well as to advance and promote basic and clinical medical science faculty in the domains of excellence in teaching and scholarship.

Scholarship is defined as the achievement of local, regional, national and international recognition in the faculty member's area of expertise including, but not limited to, education, basic science, clinical and translational research.

Through this mission, faculty in the department will strive to create and enhance innovative programs, curricula, and teaching/learning methods that facilitate the evidence-based education of the biomedical workforce.

The department will strive for excellence in the education of undergraduate, graduate, professional, and post-graduate students (i.e., post-doctoral, resident and fellow) as well as faculty and community professionals. Dedication to the promotion of scholarship is the foundational core of the department.

FACULTY

Faculty Rule 3335-5-19 (<http://trustees.osu.edu>) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department includes tenure-track, clinical, and research faculty with compensated FTEs of at least 5% in the department, and associated faculty.

The Department of Biomedical Education and Anatomy makes clinical appointments. Clinical faculty titles are assistant professor of clinical Biomedical Education and Anatomy, associate professor of clinical Biomedical Education and Anatomy, and professor of Biomedical Education and Anatomy. The appointment cap on clinical faculty in relation to the total of tenure-track, clinical and research faculty is established in the college pattern of administration (see <http://oaa.osu.edu/governance>). On July 26, 2015 the department faculty voted to extend governance rights to clinical faculty. Clinical faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions.

The Department of Biomedical Education and Anatomy makes research appointments. Research faculty titles are research assistant professor of Biomedical Education and Anatomy, research associate professor of Biomedical Education and Anatomy, and research professor of Biomedical Education and Anatomy. Research faculty can comprise no more than 20% of the tenure-track faculty. On July 26, 2015, the department faculty voted to extend governance rights to research faculty. Research faculty may vote in all

matters of department governance except tenure-track appointment, promotion and tenure decisions and clinical appointment and promotion decisions.

Emeritus faculty in this department are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the Appointments, Promotion and Tenure Document (see <http://oaa.osu.edu/governance>).

ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The Department of Biomedical Education and Anatomy is composed of Units/Division with directors who report to the Chair of the Department or his/her designee. The Units/Divisions include Bioethics and Anatomy. The Department is also comprised of several offices that include directors who report to the Chair of the Department or his/her designee: The Office of Medical Education, The Office of Evaluation, Curriculum Research and Development, The Office of Geriatrics and Aging Studies and The Office of Research Education.

OVERVIEW OF DEPARTMENTAL ADMINISTRATION AND DECISION-MAKING

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

DEPARTMENT ADMINISTRATION

CHAIR

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35, <http://trustees.osu.edu>. This rule requires the 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 faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

Other responsibilities of the chair, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

1. Have a general administrative responsibility for the Department's program, subject to the approval of the dean of the College.
2. Operate the departmental business efficiently.
3. Evaluate departmental activities and lead in the study of methods to improve them.
4. Plan with the members of the faculty and the Dean of the College a progressive program.
5. Encourage scholarship and research.
6. Ensure that all faculty, regardless of their assigned locations, are offered the departmental privileges and responsibilities appropriate to their rank.
7. Ensure the adequate supervision and training are given to those members of the faculty and staff who may benefit by such assistance.
8. Prepare, with consultation from appropriate faculty and staff members, annual budget recommendations for the consideration of the Dean of the College.
9. Consult with the faculty as a whole on all policy matters. Such consideration will, whenever practical, be undertaken at a meeting of the faculty as a whole. Recommendations for faculty consideration may come from individual faculty, the Graduate Committee, the Executive Committee, the teaching faculty responsible for a program or segment of the curriculum, the Chair, or any designated faculty committee. There is a presumption favoring the use of majority faculty rule on matters covered by the pattern of administration. Whenever majority faculty rule is not followed the Chair shall provide a statement to the faculty explaining the reasons for the departure.
10. Evaluate faculty members annually in accordance with the criteria approved by the Board of Trustees, instructions given from the Executive Vice President and Provost, and supplemental criteria set up by the Department. The Chair will inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by the Department and to place in that file a response to any evaluation, comment, or other material contained in the file
11. Recommend to the Dean of the College after consultation with the faculty, appointments, promotions, dismissals and matters affecting the tenure of members of the department.

12. Consult with the faculty in the selection of new faculty members. The Chair will appoint a faculty search committee when a faculty position is available. This search committee will make recommendations to the Chair. The Department Chair will make the final decision regarding faculty appointments.
13. Schedule regular faculty meetings. Minutes of all faculty meetings will be recorded and distributed to the faculty.

UNIT DIRECTORS

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

1. Manage the administration of the teaching programs within the unit.
2. Prepare an annual budget recommendation for the Chair and recommend non-faculty appointments (lecturers, graduate teaching assistants, teaching assistants, visiting professors, etc.).
3. Coordinate graduate teaching assistant appointments with the Chair of the Graduate Program. Identify new programs for revenue generation within the Unit.
4. Provide administrative direction of the Unit and assist the Chair in meeting his/her duties.
5. Develop criteria to quantify scholarship of faculty within the Unit.
6. Provide outreach services at other locations as required.
7. Participate in committee work.
8. Seek resources outside the University to support research, education and service activities.
9. Manage the administration of space for teaching, research and service in assigned programs.

10. Develop overall Unit budget scenarios for Departmental approval; anticipate and make recommendations for projected needs; develop and manage Unit earnings accounts; manage the Unit annual budget within budget guidelines determined annually.
11. Perform other duties as needed and/or applicable to specific divisions and assigned by the Department Chair.

COMMITTEES

The following committees will be standing committees of the Department:

Executive Committee: This committee is comprised of the Department Chair, Vice-Chairs, Unit Directors and the Departmental Administrative Director. The role of this committee will be to advise the Chair on any major issue of policy. This may include issues of recruitment, space, finances, awards, teaching etc. Any member of the committee may raise agenda items for consideration.

Departmental Education Committee: This committee is comprised of the Department Chair (or his/her designee), Unit Education Committee faculty representative, general faculty members within the department and ad hoc members representing course/programs coming forward. The Department Chair appoints faculty members to the committee. A sufficient number of members are appointed to accommodate the workload. Requests for new course/program offerings will be approved through this committee before moving forward to the University.

Unit Educational Committee: This committee is chaired by the appointed unit director and consists of two or more faculty members from the applicable unit. The Unit Educational Committee will report to the Department Education and will have an advisory roll to the chair. The duties of this committee include adopting a three-year unit educational plan and revise this plan annually. The comprehensive plan will include: faculty teaching assignments established by the unit, response to teaching requests from outside the Department, strategic planning for new courses and programs as well as cancellation of existing courses/programs, contingency plans for teaching assignments in anticipation of faculty absence, contingency plans for equitable balance between teaching and funded research (including directions for research, bonus policies, release time and alternatives. This committee will also carry out other duties as determined by the Chair and the needs of the faculty.

Appointments, Promotions and Tenure (AP&T) Committee: In accordance with Chapter 3335-6 of the rules of the University Faculty the voting AP&T Committee of the Department of Biomedical Education & Anatomy includes all eligible faculty. Eligible faculty are defined as faculty with tenure, and at a higher rank than the candidate under consideration. This Committee is responsible to assist candidates for tenure and promotion in completion of their dossier and to assist the Chair in identifying potential external reviewers for these candidates.

The AP&T Committee may form an advisory or discipline-specific subcommittee as necessary to represent all subspecialties within the Department. In addition clinical faculty maybe added for clinical and research reviews and research faculty added for research faculty reviews. The subspecialty subcommittees are responsible for mentoring and assisting in faculty development. The discipline-specific subcommittees may lead the presentation and discussion of faculty reviews in their subspecialty area. In the event that insufficient expertise exists within a specialty group, additional members with appropriate expertise may be recruited from the College of Medicine.

This committee will meet at least once per year. In order to expedite the review process and to provide for an annual progress review, this committee may also conduct annual reviews of untenured faculty and provide feedback and guidance for further faculty development. Each year, for each faculty member who is not a full professor, the committee may prepare a letter to the Department Chair that lists accomplishments and deficiencies according to the criteria set fourth in the Appointments, Promotions and Tenure Document for the Department of Biomedical Education & Anatomy. A copy of the letter will go to the faculty member for a response.

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

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

Faculty Search Committee: This committee is an ad hoc committee that meets at the request of the chair of the department to conduct searches to fill vacant positions, advertise for these positions, evaluates the qualifications of applicants and recommends candidates to the Department Chair. Following University guidelines a member of this committee is designated as the diversity advocate.

Graduate Studies Committee (GSC): This committee oversees the graduate programs within the Department and is the liaison between the Graduate School and the faculty.

The GSC may establish sub-committees that function in discipline/program specific fashion. The GSC or subcommittee formulates rules and procedures for the Graduate Studies Programs within the policies established by the Council on Graduate Studies, the Graduate School and the Departmental graduate faculty as listed in Graduate School Rule IV.2. The Graduate Studies Committee or appropriate subcommittee evaluates applicants for university fellowships, for appointments as GTA's, and for other forms of financial assistance. The Graduate Studies Committee or designated subcommittee is responsible for maintaining records of current and former students. The Graduate Studies Committee Chair and members appointed in a number sufficient for the workload, serve a four-year renewable term. In addition at least one graduate student is appointed on a yearly basis. The student member will not participate in the evaluation of faculty or graduate students.

Unit Finance Committee: This committee consists of the Unit director and two or more faculty from the Unit. The duties of this committee include: the review and management of the current unit budget, the solicitation of the financial needs of the faculty and staff of the Unit, and the adoption of a three-year financial plan and its' annual revision.

Morgue Committee: This committee is chaired by the Anatomy Unit director. Committee members will consist of no less than half of the anatomy course directors within the Department. The duties of this committee are the following: Supervise the control and utilization of cadaveric material, establish and administer the annual budget for the morgue operations, define the specific duties of the morgue staff, advise and coordinate morgue activities with the Manager of the Body Donor Program, coordinate morgue operations with unit needs, department and college research efforts and research as well as the research and teaching needs of regional hospitals and other healthcare institutions.

FACULTY MEETINGS

The Chair of the Department will schedule regular meetings of the faculty. An agenda will be distributed to the faculty in advanced. Minutes of all faculty meetings will be recorded and distributed to the faculty. Minutes and a record of attendance will be kept in the Department administrative office. It is expected that faculty will attend at least two-thirds of the faculty meetings. A quorum consists of the faculty members present and a simple majority of those present can approve motions. Agenda items are developed by the Department Chair and faculty may forward to the Chair additional items for consideration.

FACULTY DUTIES AND RESPONSIBILITIES

The Chair of the Department in consultation with the appropriate Unit Director, is responsible for assuring that faculty members have duties and responsibilities commensurate with their appointments and that the departmental workload is distributed equitably among faculty. While faculty are expected to exercise initiative and direction in their teaching, research and other scholarly activity. The Chair will assign teaching

and specific departmental duties. In making these assignments the Chair will balance the needs of the Department with the preferences of the faculty within the context of Department and College policies.

COURTESY APPOINTMENTS

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

PATHWAYS

Clinical faculty include numerous pathways that reflect the range of faculty activity, skills and accomplishments. In all cases, the standard of excellence in teaching, scholarship, service, and program development, which is documented in an overall evaluation of accomplishment, will be expected. Similarly, the development and demonstration of regional, national, or international impact and recognition, as appropriate to the faculty level, will be required. Within each pathway the relative distribution of effort for the primary areas of emphasis may differ for individual faculty members. Pathways that can be taken by faculty are as follows:

Educational Scholar Pathway: Faculty who identify with this pathway will demonstrate a pattern of activity primarily involving teaching, program/curriculum development and educational scholarship at the undergraduate, graduate, post-doctoral, professional and continuing education level. Educational scholarship may be demonstrated through publication in high quality peer reviewed publications and/or nationally competitive peer reviewed funding in support of education. Faculty in this pathway also engage in providing service to the institution, profession and community at large. This service may include patient care activities. Scholarship related to educational or service activity is required.

Research Scholar Pathway: Faculty who identify with this pathway will demonstrate a pattern of activity primarily involving research. Publication of research in high quality peer reviewed publications will be a primary measure of achievement in scholarship. Obtaining nationally competitive peer reviewed funding in support of a focused and thematic program of research is expected. Demonstration of high quality and effective teaching and education will also be expected. Individuals in this faculty pathway are also

expected to demonstrate achievement in program development and service to the institution, profession and community.

WORKLOAD POLICIES

The mission of the department involves education research and service. Faculty members in the department are expected to participate in all three endeavors through individual and team efforts. Given the individual circumstances of the departmental faculty, the proportion of time devoted to each of these areas will vary. The Chair, in consultation with each faculty member, may assign individual workloads to assure that the mission of the Department is fulfilled. This process will take place prior to the beginning of the first on-duty semester of the new fiscal year.

In general faculty with greater than 75% research support in addition to carrying out supervision of trainees are expected to teach at least two courses per academic year. Faculty with greater than 50% but less than 76% research support are expected to teach at least three courses per academic year. Faculty with greater than 25% less than 50% research support are expected to teach at least four courses per academic year.

Faculty members with 100% teaching support are expected to teach a minimum of 6 courses with a minimum of 15 students enrolled per academic year. All 100% teaching faculty are expected to teach at least two small seminar courses each year. Faculty can substitute funded service or substantial departmental service for teaching by arrangement with the chair.

FACULTY ANNUAL REVIEW POLICY

The Department Chair and/or his/her designee, in consultation with any appropriate Unit directors, conducts annual reviews of the faculty. The policy, process and criteria are outlined in accordance with Chapter 3335-6-03 of the rules of the University Faculty. The purpose of annual faculty reviews is to assist in developing and implementing individual professional plans, discuss accomplishments, identify performance issues if they exist, evaluate progress toward promotion, and to serve as a basis for annual salary justification and recommendation. An annual review is required of all faculty.

ANNUAL REVIEW FORMAT

An annual review is conducted by the Chair and/or his/her designee in March or April. This review will include a meeting (in person or virtual) with the Chair and/or his/her designee. Discussion will focus on education, research and service activity of the current year, but will include a discussion of the previous two years' activity and comments of the AP&T Committee from the previous two years to ensure that trends in productivity, or lack thereof, will not be overlooked. Following the meeting, the Chair

will provide the faculty member with a written evaluation. Salary recommendations will be submitted consistent with College and University guidelines.

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

1. Teaching Efforts:
 - a. Number of hours directly involved in student contact, including description of the effort, i.e. classroom instruction, dissertation committee, etc.
 - b. Teaching evaluations
 - c. New courses/programs developed
2. Publications: updated list of all publications.
3. Grants: Include only those grants awarded in the calendar year prior to the evaluation.
4. Abstracts: denote whether presented as platform or poster.
5. Invited presentations.
6. Service Efforts
 - a. Committee assignments: Department/University, local and national organizations
 - b. Clinical service, if any, including administration.

SALARY ADJUSTMENTS

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

The Chair's recommendation for each faculty member's salary increase/decrease is given to the Office of the Dean and is categorized as: Outstanding Performance, Above Average Performance, Average Performance and Below Average Performance. The exact salary increase/decrease is determined by the Chair within the established University guidelines for merit and equity adjustments.

SALARY RECOVERY

Salary recovery will be in accordance with policies established and accepted by the Dean of the College of Medicine. In general for all faculty the salary recovery should pay for the full amount of time that a faculty member spends on research. On all grants, faculty must request their fully allowable salary for the time necessary to complete all functions related to the grant. All funds received into the Department for salary recovery, including fringe benefits and Direct Department Research Support will be placed into departmental accounts to pay faculty salaries, support graduate education, support research and to promote other programmatic development. The Chair of the department will determine the distribution of these funds. All outside fund requests must be submitted through the Grant Manager. Budgets should reflect all fully allowable salary support for all personnel required to complete all functions related to the grant. Other expenses related to the submission should be fully supported.

TRAVEL POLICY

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

SPACE POLICY

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

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

5. Space allocated on the basis of funding will be retained until there is a change in the faculty member's status.
6. Priorities used in the allocation of research space will be consistent with the guidelines of the Office of Research.

PROFESSIONAL LEAVE POLICY

LEAVE PROGRAMS

Several types of "leaves of absence" (other than vacation and sick leave) may be requested by faculty member, approved by department chairperson and the Dean with the final approval of the Board of Trustees. Leaves of absence are to be granted only in instances where there is a clear understanding that the individual is planning to return to the institution.

Professional Leave and Vacation Policy

Vacation and sick leave accrual for all faculty members should be the same as the current University Policy. Time off for university business (i.e., non-CME meetings, presentations at scientific meetings and specialty courses, editorial or professional appointment at national medical organizations, and others) is to be approved by the Chair or his or her designee. The "application for leave" form must be completed by all faculty members and must be turned in for approval to the Department Chair in a timely fashion (at least two weeks prior to leave date). Research, service, and teaching requirements take priority over any other individual commitments.

GRIEVANCE PROCEDURE

Members of the department with grievances should discuss them with the chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances.

A. Salary Grievances

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty or staff member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>).

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

B. *Faculty Misconduct*

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

C. *Faculty Promotion and Tenure Appeals*

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <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, www.hr.osu.edu/policy/index.aspx.

E. *Student Complaints*

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

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

F. *Code of Student Conduct*

In accordance with the Code of Student Conduct (<http://trustees.osu.edu/rules/code-of-student-contact.html>), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.

G. *Professional Student Honor Code*

In addition to the Code of Student conduct students in professional programs have additional codes of conduct associated with their role as a professional student. These

will typically be outlined in the student handbook associated with the professional program of study