PATTERN OF ADMINISTRATION
FOR THE DEPARTMENT OF INTERNAL MEDICINE

INTRODUCTION

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

DEPARTMENT MISSION

The Ohio State University Department of Internal Medicine is committed to excellent, compassionate medical care, promising and innovative research, excellence in service to the University and community, and exemplary teaching.

FACULTY

Faculty Rule 3335-5-19 [http://trustees.osu.edu/rules5/ru5-19.html](http://trustees.osu.edu/rules5/ru5-19.html) 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 include regular faculty with compensated FTEs of at least 50% in the department. Auxiliary faculty, emeritus faculty, and regular faculty joint appointees with FTEs below 50% in this department may be 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.

The Department of Internal Medicine appoints faculty to the regular tenure track and to three non-tenure tracks. The latter are the auxiliary track, the research track and the clinical track. 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 this department is provided in the Appointments, Promotion and Tenure document.

ORGANIZATION OF DEPARTMENT SERVICES & STAFF

The Department of Internal Medicine is organized into divisions which represent the various specialties within the discipline of Internal Medicine. Each division constitutes an academic subunit lead by a Division Director and is responsible for teaching, research and patient care related to the specific discipline. Currently, the Department of Internal Medicine has twelve divisions:
Cardiovascular Medicine
Dermatology
Gastroenterology, Hepatology & Nutrition
Endocrinology, Diabetes & Metabolism
General Internal Medicine
Hematology and Oncology
Hospital Medicine
Human Genetics
Immunology and Rheumatology
Infectious Diseases
Nephrology
Pulmonary, Critical Care, Allergy and Sleep Medicine

The creation or elimination of a division or the transfer of faculty in a specific discipline from one division to another is at the sole discretion of the Chair.

In addition to the leadership provided by the Division Directors, there are four Vice Chairs whose duties and responsibilities are aligned with the mission areas of the department and one Vice Chair for Academic Affairs. The mission areas of the Department are Education, Research, Inpatient Clinical Medicine and Ambulatory Medicine. Divisions as a whole and members of the division as individuals are responsible for contributing to the overall mission of the Department as well as their respective divisional missions.

The Department functions as an academic unit through the policies and procedures outlined in this document. The actual practice of medicine; however, is conducted through the Primary Care Network, Specialty Network or OSUP/OSU Internal Medicine, LLC. Physician faculty who are part of the Primary Care or Specialty Network are employed by the health system and governed by the policies and procedures of the network in which they are employed. OSU Internal Medicine LLC is an incorporated entity which constitutes the “Central Practice Group” of the Department of Internal Medicine as mandated by the Practice Plan of the University. Physician faculty who conduct their clinical practice activities through OSUP/OSU Internal Medicine, LLC are governed by “The By-Laws of OSU Internal Medicine, LLC”, “Physician Handbook for Clinical Activities” and “Code of Regulations of The Ohio State University Physicians, Inc.” All of these documents are available on the department’s S drive.

OSU Internal Medicine, LLC, in addition to its responsibility for the clinical activities of the Department, serves as the principal source of income to carry out the academic missions of the Department. Therefore, a direct and constant relationship between the Department and the LLC is essential for the successful functioning of either entity. Throughout this document, where appropriate, the interrelations between these two entities as related to specific functions will be noted.

Organization charts for the Department of Internal Medicine and OSU Internal Medicine, LLC are included in the Appendix to this document.
OVERVIEW OF DEPARTMENTAL ADMINISTRATION & DECISION-MAKING

The Chair of the Department of Internal Medicine provides oversight and ultimate decision-making authority for all matters of academic concern within the Department. The Chair will appoint vice chairmen as needed to oversee issues pertaining to clinical, educational, research, and faculty affairs. The number of vice chairs and their scope of oversight will be determined by the Chair. Appointments will be for a period of one year with reviews conducted annually. Vice Chairs may be reappointed or removed at the sole discretion of the Chair.

Senior leaders of the Department of Internal Medicine (Vice Chairs and Division Directors) are responsible for strategic planning for the entire department. While this is ultimately the responsibility of the Chair, the senior leadership team must contribute ideas, effort and support for innovation in the education, clinical and research missions of the department. Senior leadership will be involved in setting vision and strategies for the clinical mission, space, financial stability and resource generation.

Academic affairs of the Department will be governed by the Division Director’s Committee which will be composed of the Division Director of each Division within the Department as well as the Vice Chairmen of the Department. The Chair of the Department serves as the Chair of the Division Director’s Committee. Each Division Director will be appointed by and report to the Chair of the Department. Appointment will be for a period of one year with reviews conducted annually. The reappointment or removal of a Division Director is at the sole discretion of the chair.

Each Division will be governed by the Division Director who may chose to appoint Section Leaders within the Division as needed in order to carry out the clinical and academic missions of the Division. Each Division will also have a Clinical Director who will be responsible for overseeing the clinical mission of the Division. The Clinical Directors will be nominated by the Division Director and appointed by the Chair. The Clinical Directors will report to the Vice Chair(s) overseeing clinical affairs of the Department.

The Department will have a Finance Committee with representation from each division within the department. Members of the Finance Committee will be selected by the faculty of each division. An additional two faculty are elected by the faculty at large. The role of the Finance Committee is to review the fiscal operations of the department and provide recommendations to the chair.

For issues of the highest level of importance, as determined by the Chair and the Division Director’s Committee, governance by vote of the Departmental Faculty will be required.
The Department of Internal Medicine maintains a parallel decision-making hierarchy for decisions involving academic and medical practice issues. The clinical practice activities are governed through OSU Internal Medicine, LLC (OSUIM, LLC), a limited liability corporation falling under the corporate governance of OSU Physicians, Inc (OSUP). OSUIM, LLC maintains a separate corporate identity than the Ohio State University Department of Internal Medicine, although many of the activities and functions of the two entities are integrated in order to optimally provide patient care and education of both medical students and graduate trainee opportunities in the academic environment of the Ohio State University.

**DEPARTMENT ADMINISTRATION**

**CHAIR**

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35 http://trustees.osu.edu/rules3/ru3-35.html. 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/rules6/ru6index.html, also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure (the Appointments, Promotion and Tenure document; see http://oaa.osu.edu/handbook/i_aptdoc.html).

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

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.

- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.

- To oversee the evaluation process for faculty members as conducted annually by the Division Director in accordance with both University 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 the Division Directors and Vice Chairs annually in accordance with both University 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 recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 http://trustees.osu.edu/rules6/rule6index.html and this department's Appointments, Promotion and Tenure document.

- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; 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.

Day to day responsibility for specific matters may be delegated to others, but the chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

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

**VICE CHAIR FOR EDUCATION**

The Vice Chair for Education is appointed by the Chair of the Department of Internal Medicine and is responsible for insuring the quality and competitiveness of educational programs within the Department of Internal Medicine. This role requires participation in both educational program planning and clinical activities planning to ensure seamless integration between the educational and clinical missions of the department. Additionally, it is critical to maintain a national reputation in education to increase the visibility of The Ohio State University educational programs.

Responsibilities of this position fall into the following categories:
1. Oversight of student educational activities through supervision of the Internal Medicine course directors and Clerkship Directors;
2. Direct Responsibility (program development, evaluation and residency recruitment) for the Internal Medicine Preliminary and Categorical Residency Program;
3. Oversight of the Department's Fellowship training programs and their directors to insure that the fellowship programs offer high quality educational experiences and adhere to regulatory guidelines on both education and work environment.
4. Educational oversight and development for faculty, including the design and implementation of programs intended to enhance and document teaching effectiveness, thus facilitating promotion/advancement of the DOIM faculty within the university.
5. Liaison functions with the OSU Medical Center Administration and the OSU COM to insure that the educational programs meet external expectations and are appropriately supported within the institution at large.
6. Liaison function with the Vice Chair(s) for clinical activity to insure that educational programs integrate with clinical activities; with the Vice Chair for Academic Affairs to optimize promotion and tenure opportunities for faculty by documenting teaching effectiveness; and with the Vice Chair for Research to provide opportunities for trainees to participate in scholarly activities.

VICE CHAIR FOR ACADEMIC AFFAIRS

The Vice Chair for Academic Affairs is appointed by the Chair of the Department of Internal Medicine and assists the Department Chair in all issues of faculty Appointment, Promotion and Tenure, and issues of ethical academic conduct. The Vice Chair for Academic Affairs counsels and assists faculty in their development. All recruitments to the Department of Internal Medicine are directly or indirectly under the supervision of the Vice Chair and this office seeks to expand the diversity of the faculty and academic programs. This office will also serve as a liaison with the Dean for Faculty Affairs of the College of Medicine. Specific responsibilities include:

1. Serve as Chair of the elected faculty Appointments, Promotion and Tenure Committee.
2. Lead faculty discussions and deliberations regarding Appointments, Promotion, and Tenure issues.
3. Report to the Department Chair the results of all faculty Appointments, Promotion and Tenure Decisions.
4. Work in close collaboration with all divisions in the recruitment of new faculty to allow appropriate initial faculty appointment coincident with the formal offers to join the Department of Internal Medicine.
5. Conduct regular individual faculty discussion of career progress and provide advice regarding the attainment of goals leading to appropriate promotion and career advancement. This may also involve review by the Appointments,
Promotion, and Tenure Committee and should also include input by the appropriate Division Directors and the Department Chair.

6. Discusses faculty concerns regarding Appointment, Promotion and Tenure decisions and aid in resolution of these concerns on behalf of the Department and in accordance with Departmental, College, and Office of Academic Affairs guidelines.

7. Reviews and aids in the mediation of concerns regarding ethical academic conduct.

8. Assists the Department Chair as deemed necessary in any areas comprising the broad context of the academic mission of the Department.

**VICE CHAIR FOR RESEARCH**

The Vice Chair for Research is appointed by the Chair of the Department of Internal Medicine and coordinates a comprehensive research program in the Department of Internal Medicine and facilitates the maintenance and acquisition of research grants and papers for the faculty. Specific responsibilities include:

1. Facilitates expanded growth of programmatic opportunities, serve as an information source to match faculty with similar research interests.
2. Expands and extends infrastructure for high-impact research endeavors by creating partnerships with research centers, institutes, and other University entities.
3. Identifies potential mentoring relationships between young investigators and established investigators.
4. Develop seminars and workshops to stimulate interest in research and provide fundamental skills for successful grant applications and manuscript preparation.
5. Provide assistance to faculty, as requested, in the identification of funding sources, grant writing and critique of proposals.
6. Determine the appropriateness of research space allocations in the department, assist with the identification and negotiation for new space allocations, counsel faculty whose productivity has fallen below department standards.
7. Serve as liaison with University and College research offices, serve on appropriate committees as departmental representative.

**VICE CHAIR FOR INPATIENT MEDICINE**

The Vice Chair for Inpatient Medicine is appointed by the Chair of the Department of Internal Medicine. At the direction of the Chair, Department of Internal Medicine, the Vice Chair for Inpatient Medicine will be responsible for a broad range of practice-related issues including, but not limited to, the following:

1. Serving as Co-Medical Director for OSU Internal Medicine, LLC
2. Establishing operating policies and procedures for all inpatient operations.
3. Providing general administrative direction to inpatient clinical operations.
4. Co-Chairing the Clinical Steering Committee and serving on or chairing any other appropriate departmental committees related to the practice of inpatient medicine.

5. Overseeing the establishment of inpatient productivity policies and standards for all Physician Faculty in the Department, using RVU or other objective data methods.

6. Establishing systems and standards for accountability in relations with referring physicians (e.g., response time in returning calls, discharge summaries, etc.).

7. Overseeing inpatient quality assurance programs for the Department of Internal Medicine.

8. Setting departmental guidelines for a variety of inpatient practice issues, including hospital admission policies, ICU transfers, clinical coverage of inpatients, call schedules, inpatient consultation policies, etc.

9. Providing administrative direction to all corporate and departmental staff responsible for inpatient operation, including direct or indirect supervision of physician assistants, nurses employed by OSUP IM, LLC, PCRs, nurse practitioners, etc.

10. Coordinating long-range and strategic planning activities with regard to the inpatient care arena.


12. Serving as a liaison to the hospital and to other departments for issues regarding the practice of inpatient medicine.

13. Oversee inpatient coding and documentation compliance for OSUP IM, LLC.

**VICE CHAIR FOR AMBULATORY MEDICINE**

The Vice Chair for Ambulatory Medicine is appointed by the Chair of the Department of Internal Medicine. At the direction of the Chair, Department of Internal Medicine, the Vice Chair for Ambulatory Medicine will be responsible for a broad range of practice-related issues including, but not limited to, the following:

1. Serving as Co-Medical Director for OSU Internal Medicine, LLC

2. Establishing operating policies and procedures for all outpatient operations.

3. Providing general administrative direction to clinical operations

4. Co-Chairing the Clinical Steering Committee and serving on or chairing any other appropriate departmental committees related to the practice of ambulatory medicine.

5. Overseeing the establishment of productivity policies and standards for all Physician Faculty in the Department, using RVU or other objective data methods.

6. Oversee the monitoring of Physician Faculty productivity data, and providing routine productivity reports to Physician Faculty, division directors and administrative staff.

7. Establishing systems and standards for accountability in relations with referring physicians (e.g. response time in returning calls, follow-up letters).

8. Overseeing operational projects such as the IDX scheduling system, the electronic medical record, and any other Hospital-wide systems being implemented at a
departmental level. Setting policy for the Department which will optimize use of such systems.

9. Setting departmental guidelines for a variety of office practice issues, including staff coverage, hours of operation, telephone procedures, etc.

10. Providing administrative direction to all corporate and departmental staff responsible for outpatient operation, including direct or indirect supervision of nursing, ancillary and management staff.

11. Coordinating long-range and strategic planning activities and regard to the outpatient care arena.

12. Developing performance clinical quality standards in ambulatory medicine and overseeing on-going monitoring of quality standards.

13. Assist the Chair in the review and administration of malpractice insurance for the faculty.

14. Serve on Departmental and Hospital committees as directed by the Chair in order to represent the interests of the Department of Internal Medicine within the Health System and the College of Medicine.

15. Assist the Chair in the development and implementation of clinical compliance standards for departmental faculty.

CHIEF OF INTERNAL MEDICINE AT UNIVERSITY HOSPITALS EAST

The Chief of Internal Medicine Service at University Hospital East (UHE) is appointed by the Medical Director of the Hospital under advisement by the Chair of the OSU Department of Internal Medicine. His/her responsibilities include:

1. Assist the Medical Director of UHE in oversight of all internal medicine physicians (both University and private) with respect to:
   a. Clinical quality
   b. Citizenship
   c. Credentialing
   d. Clinical service and patient assignments
   e. Strategic planning for the hospital

2. Serve as a liaison of the clinical, educational, and research missions of the OSU Department of Medicine to UHE.

3. Serve as the Department’s representative to the UHE Medical Executive Committee.

4. Serve as the Department’s representative to the UHE Physician Quality and Review Subcommittee.

5. Serve as the Department’s representative to the UHE Quality Management Committee.

6. Assist the Vice Chair for Education in the oversight of Internal Medicine residents, interns, students, and fellows who are assigned to UHE for clinical training.

7. Chair the UHE Department of Internal Medicine quarterly meetings.
DIVISION DIRECTORS

The Division Director is responsible for developing a division with balanced missions for education, research and clinical activities that is integrated and supportive of the goals and objectives of the department. The Division Director is appointed by the Chair of the Department and serves at the pleasure of the Chair. Under the guidance of the Director, the Division faculty are expected to participate vigorously and regularly in all departmental academic and patient care programs. The responsibilities of the Division Director are broad and diverse and include, but are not limited to the following.

1. General administrative responsibility for division, subject to the approval of the department Chair, and to conduct the business of the division efficiently. This broad responsibility includes the effective and sound administration of divisional finances and supervision of faculty and staff.
2. An active participant in faculty development, providing counsel and mentoring and protecting faculty time from excessive administrative or clinical responsibilities.
3. Develops a program of state-of-the-art clinical care, ensures reasonably prompt access to division’s in-patient and ambulatory care services, takes appropriate action to correct any deficiencies.
4. Provides leadership and fosters an environment that supports research such that a reasonable number of grants are submitted to local, state and national funding agencies, seeks a progression in the research program towards a greater percentage of peer reviewed research.
5. Participates in and supports departmental educational programs and initiatives, develops a fellowship training program that meets standards established by the ABIM for subspecialty Boards.
6. Is an active leader in departmental activities, including support and attendance at Medical Grand Rounds, Faculty Meetings, Division Director Meetings, Appointment, Promotion and Tenure meetings and other major departmental activities.
7. Is active in national organizations related to their specialty, publishes in national journals and books on a regular bases, encourages division faculty to a high level of scholarly productivity.
8. Evaluates faculty members annually in accordance with both University and department established criteria; informs 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.

COMMITTEES

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The chair is an ex officio member of all department committees and may vote as a member on all committees except the...
Promotion and Tenure Committee. Standing committees for the department include the following:

**Appointments, Promotion, and Tenure Committee**

**Monthly, 3rd Friday, 2pm**

**Members:** Elected by regular Department faculty

**Charge:** Oversee all aspects of the appointment, promotion and tenure process for Departmental faculty as well as the Department's adherence to College of Medicine policies. See the Department of Internal Medicine Appointments, Promotion, and Tenure Document for specifics of committee responsibilities and activities (S\Human Resources\Faculty/P&T).

**Departmental Clinical Quality Steering Committee (DOIM CQSC)**

**1st & 3rd Monday, 5:00 pm**

**Members:** Divisional Clinical Directors, Chief Residents, Vice-Chair Inpatient medicine (co-chair), Vice-Chair Ambulatory Medicine (co-chair), Vice Chair Education, COO

**Charge:** Responsible for the delivery of quality care by the Department of Medicine. The committee will:

1. Respond to queries/suggestions/requests of other quality bodies
2. Provide recommendations to the chair about the requirements of the clinical department
   a. Prioritize clinical needs for Chair and Department Finance Committee
3. Formulate department policies for both inpatient and outpatient clinical activities
4. Oversight of implementation Departmental clinical policy
5. Oversight of Divisional clinical policies/practices for adherence to departmental policy
6. Oversight of departmental clinical resource utilization
7. Mediate disputes between medicine services
8. Establish and monitor quality metrics concerning the delivery of quality patient care, patient/family satisfaction and referring physician satisfaction
9. Interact with Health System Quality Programs and Initiatives
10. Department peer review
11. Department risk management
12. Clinical strategic planning

**Core Liaison Committee**

**Bimonthly, 4th Friday, 4:00 pm**

**Members:** Selected by Division directors and approved by the Vice Chair for Education

**Charge:** Coordinate residency educational activities for each division.

**Distinguished Physician Award Screening Committee**

**Annually in March**

**Members:** Current & former Chief Residents and Dr. Metz for whom the award is named

**Charge:** Review faculty nominations for this award and select the annual recipient
Division Directors Committee
Monthly, Last Tuesday, 5:00 pm
Members: Current Division Directors and Vice Chairs
Charge: Oversee general functioning of the Department; represent the interests and concerns of their division's faculty

Faculty Council, Representatives (COM)
Monthly, 4th Wednesday, 7:30 am
Members: Elected by regular Department faculty
Charge: Represent Departmental faculty on the College of Medicine Faculty Council; report salient issues at next Departmental Faculty Meeting

Fellowship Directors Meeting
Bimonthly, 1st Monday, 11:00 am
Members: All Fellowship Directors
Charge: Oversee fellowship education, insure compliance with ACGME regulations for fellowship education; provide faculty development opportunities for faculty supervising fellows.

Finance Committee
Monthly, 1st Tuesday, 5:00 pm
Members: Appointed by Division plus two elected faculty
Charge: Review financial activity and make recommendations to the Chair regarding financial issues relating to the Department.

House Staff Education Committee
Monthly, 3rd Wednesday, 5:00 pm
Members: Faculty selected by Division Directors; house staff are elected by their class.
Charge: Oversee all aspects of house staff training as well as the Department's adherence to ACGME guidelines.

House Staff Evaluation Committee
Monthly, 2nd Wednesday, 4:00 pm
Members: Selected by Training Program Director and Chair
Charge: Review house staff performance and recommend any needed corrective action to Training Program Director

Intern Selection Committee
Annually in February
Members: Selected by Training Program Director and Chair
Charge: Review all data collected on interviewed candidates, individually rate each candidate's qualifications, and participate in the department's Rank Order meeting.

Student Education Committee (alternates with Student Evaluation Committee)
Every other month, 4th Thursday, 5:00 pm
Members: Selected by Division Director
Charge: Oversee all aspects of medical student training in Departmental rotations as well as the Department's adherence to College of Medicine guidelines

Student Evaluation Committee (alternates with Student Education Committee)
Every other month, 4th Thursday, 5:00 pm
Members: Selected by Student Education Committee
Charge: Review Med3 and Med4 student performance on Departmental rotations, assign a grade and create a grade card for the College of Medicine

FACULTY MEETINGS

The chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per quarter. Divisions are expected to hold faculty meetings monthly.

For both department and divisional faculty meetings a completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to distribute the agenda by e-mail at least three business days before the meeting. Minutes of faculty meetings will be distributed to faculty by e-mail—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

A meeting of the department/division faculty will also be scheduled on written request of 25% of the department/division regular faculty. The chair/division director will make reasonable efforts to have the meeting take place within one week of receipt of the request.

Special policies pertain to voting on personnel matters are set forth in the department's Appointments, Promotion and Tenure document.

For purposes of discussing department/division business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority (50% plus one member) of all faculty eligible to vote.

If a quorum is not present at a faculty meeting, and the matter is of special importance, then a formal vote conducted by written ballot will be taken. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least 50% plus one member of all faculty eligible to vote. Balloting will be conducted by mail or e-mail to assure maximum participation in voting.

When a matter must be decided and a simple majority of all faculty eligible to vote cannot be achieved on behalf of any position, the chair will necessarily make the final decision.
The department 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. Normally department meetings will be conducted with no more formality than is needed to attain the goals of full and free 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.
# Policy on Faculty Duties & Responsibilities

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<tr>
<th>Title</th>
<th>Career Descriptor</th>
<th>Clinical Service Requirements per 1.0 FTE</th>
<th>Academic Expectations</th>
<th>Funding Source</th>
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</table>
| Auxiliary (pd)          | Clinician         | 80-100%                                  | 1. Clinical Care  
2. Clinical Teaching  
3. Service on departmental and institutional committees | Clinical Revenue                       |
| Clinical Track          | Clinical Scholar  | 20-80%                                   | 1. Clinical Care  
2. Direct Education  
3. Scholarship of application  
4. Clinical leadership | Clinical Revenue                       |
|                        | Clinical Educator | 20-80%                                   | 1. Direct Education  
2. Curriculum & Program Development  
3. Educational Leadership  
4. Scholarship of education and integration  
5. Clinical Care | Clinical Revenues  
College and Hospital funds for Teaching  
Administrative Stipends  
Grants                  |
|                        | Clinical Investigator | 20-80%                               | 1. Scholarship of discovery and integration  
2. Clinical Care  
3. Direct Education | Grants  
Clinical Revenue          |
| Tenure Track            | Physician Scientist | 0-30%                                    | 1. Scholarship of discovery and integration  
2. Direct Education, including graduate students  
3. Research Leadership Roles  
4. Limited clinical care | Grants  
Institute/Center, College, Medical Center support  
Administrative Stipends |
|                        | PhD Scientist     | 0%                                       | 1. Scholarship of discovery and integration  
2. Direct Education  
3. Research Leadership Roles | Grants  
Institute/Center, College Support  
Administrative Stipends |
| Research Track          | PhD Scientists    | 0%                                       | 1. Scholarship of Discovery and Integration  
2. Mentorship of medical and graduate students | Grants                                |

Notes:
1. ALL faculty are expected to generate sufficient funds through clinical practice, extramural funding, teaching or administrative activities to cover their salary and benefits, as well as their appropriate share of divisional expenses. Senior faculty must fulfill this obligation within two years of the date of hire and junior faculty within 6 years of the date of hire; however, it is expected that clinical productivity goals, as determined by the Division Director, are met earlier.
2. If productivity is low in any specific mission area, workload may be reassigned at the Division Director's discretion.
3. ALL faculty (except Research Track) are expected to participate in committee work at the departmental and institutional level.

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Approved (pending revisions) by Office of Academic Affairs:  
February 19, 2007
Definitions:

Clinical Service Requirements: This column represents the range of each faculty member’s time that is committed to clinical work in either the inpatient or outpatient arena. It includes time spent performing invasive procedures as well as time spent supervising trainees in a clinical environment. The division director is responsible for assigning faculty to clinical activities based on their rank, skills, aptitudes, training, funding sources and the needs of the department and division. Each division will define their calculation of % clinical effort using available metrics.

Academic Expectations: All Faculty members within the Department of Internal Medicine are expected to approach their work in a scholarly fashion. The following definitions are in use in this document.

- **Clinical Care**: Provision of measurable high quality care
- **Direct Education**: Education of medical students, graduate medical education trainees (residents and fellows) and faculty development; includes both apprenticeship based teaching assignments (clinical and lab based) as well as didactic lectures
- **Clinical Leadership Roles**: Director or Associate Director of clinical sites, programs or divisions
- **Educational Leadership Roles**: Director or Associate Director of medical school modules, programs, clerkships, graduate medical education programs, CME or faculty development; Key faculty and core liaisons for GME programs
- **Research Leadership Roles**: Director or Associate Director of labs, research programs and similar activities

<table>
<thead>
<tr>
<th>Categories of scholarship (Reference: Boyer et al.)</th>
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<tbody>
<tr>
<td>Scholarship of Discovery</td>
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<tr>
<td>Definition</td>
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<tr>
<td>Example</td>
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Glassick et al. Criteria for Scholarship of any type

**Clear goals.** Does the scholar state the basic purpose of his or her work clearly? Does the scholar define objectives that are realistic and achievable? Does the scholar identify important questions in the field?

**Adequate Preparation.** Does the scholar show an understanding of existing scholarship in the field? Does the scholar bring the necessary skills to his or her work? Does the scholar bring together the resources necessary to move the project forward?

**Appropriate methods.** Does the scholar use methods appropriate to the goals? Does the scholar apply effectively the methods selected? Does the scholar modify procedures in response to changing circumstances?
**Significant Results.** Does the scholar achieve the goals? Does the scholar's work add consequentially to the field? Does the scholar's work open additional areas for further exploration?

**Effective Presentation.** Does the scholar use a suitable style and effective organization to present his or her work? Does the scholar use appropriate forums for communicating work to its intended audiences? Does the scholar present his or her message with clarity and integrity?

**Reflective Critique.** Does the scholar critically evaluate his or her own work? Does the scholar bring an appropriate breadth of evidence to his or her critique? Does the scholar use evaluation to improve the quality of future work?
COURSE OFFERINGS AND TEACHING SCHEDULES

The Vice Chair for Education will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. Department of Internal Medicine faculty will participate in the relevant educational activities arranged by the College of Medicine and the Department of Internal Medicine using the schedule put forth by the College of Medicine and the Department of Internal Medicine.

Graduate Courses offered through the Department of Internal Medicine will be offered at a time and frequency that meets the needs of the graduate student.

Oversight for the quality of the DOIM course offerings will be provided by the Vice Chair for Education.

DEPARTMENT FACULTY TEACHING RESPONSIBILITIES

All faculty with the Department of Internal Medicine are expected to participate in educational activities directed at medical students, residents, fellows and graduate students. Faculty with Department of Internal Medicine teaching assignments, are expected to meet their responsibilities fully. This includes, but is not limited to:

a. Review of and adherence to the curriculum of the course the faculty is assigned to teach.

b. Compliance with start and stop times of classes and clinical rounds.

c. Understanding and compliance with residency and student work load and work hour restrictions.

d. Monitoring students and residents for fatigue, stress and impairment and notifying appropriate educational leaders with any concerns about learners.

e. Using direct observations of learners with patients to assess clinical skills.

f. Completing accurate and useful evaluations of learners in a timely fashion.

h. Discussing learner evaluations with them in a face to face setting at least once during the duration of the teaching encounter.

i. Maintaining ready availability to learners through pager or other means of urgent communication during clinical teaching assignments.

j. Mentoring students and providing career enhancements.

Faculty with educational leadership positions (clerkship directors, program directors and associate directors, fellowship directors and core liaisons) will have expanded duties based on their position. They are expected to maintain an active teaching role, adhering to the responsibilities above.

ALLOCATION OF DEPARTMENT RESOURCES
Financial decisions will be made according to the governance of the OSU Department of Internal Medicine as described previously. All financial decisions will be made with the principle of optimally meeting the clinical, educational, research, and administrative missions of the Department of Internal Medicine.

Each year, all Divisions will prepare and submit an annual budget to the Finance Committee. The Finance Committee is responsible for reviewing and approving all budgets that in turn will require approval of the Chair. The Chair of the Department of Internal Medicine will have ultimate decision-making authority in all Departmental budgetary issues.

Financial resources for the Department of Internal Medicine can come from a variety of sources including clinical practice income, University and hospital allocations, hospital support, medical directorships, endowed positions, research grants, etc. Unless otherwise directed to specific individuals, University and hospital allocations will be distributed based on a methodology that has been reviewed and endorsed by the Finance Committee and the Division Directors Committee. The final distribution is then forwarded to the Chair for approval. The ultimate responsibility and accountability for the distribution of University and hospital allocations resides with the Chair of the Department according to the policies established within the College of Medicine. Other sources of income will be distributed based on the policies and compensation plans of each Division, the Department of Internal Medicine, and/or OSUIM, LLC.

RESEARCH SPACE ASSIGNMENTS

Department of Internal Medicine faculty may have research space assigned within the department or from a center or institute. When research space is housed within a center or institute, the policies and procedures for the center or institute will apply to Department of Internal Medicine faculty. Research space assigned by the department is governed by the Medical Center Space Policies and Space Allocations Guidelines. According to this policy, research space is assigned with consideration given to the total grant awards per square foot of research space, total indirect cost recovery per square foot, and the quality and efficiency of the space provided. The initial size and subsequent growth (or retrenchment) of laboratory space will depend upon the faculty member’s ability to secure funding.

LEAVES & ABSENCES

The University's policies with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/handbook/tc.html and Office of Human Resources Policies and Procedures website http://hr.osu.edu/policy/policyhome.htm. The information provided below supplements these policies. Applications for any of the following leaves or absences will be initiated by contacting the Vice Chair for Academic Affairs.

Discretionary Absence
Faculty are expected to complete an Application for Leave form well in advance of a planned absence (e.g. as for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular quarter is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more days.

**Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. See OHR Policy 6.27 for details:
http://hr.osu.edu/policy/policy627.pdf.

**Unpaid Leaves of Absence**

http://oaa.osu.edu/handbook/ix_loa.html
http://oaa.osu.edu/handbook/ix_loaentrepreneur.html

A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the chair, dean, Office of Academic Affairs, and Board of Trustees.

**Special Research Assignments**

http://oaa.osu.edu/handbook/ix_sra.html

SRAs are normally one quarter in length and are designed to provide a faculty member time away from classroom teaching and some other responsibilities in order to concentrate effort on research. SRAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SRAs of shorter duration may be provided for such purposes as facilitating travel related
to research that is less than a quarter in duration but more than a week or two provided classroom teaching is not disrupted.

Untenured faculty will normally be provided an SRA during their probationary period. Reasonable efforts will be made to provide SRA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department, and the need to assure that sufficient faculty are always present to carry out department work.

Faculty members who desire an SRA should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of the SRA is appropriate. The chair will normally announce decisions regarding SRAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

**Faculty Professional Leave**

http://oaa.osu.edu/handbook/ix_fpl.html

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Research Assignment and may be one, two or three quarters in length for 9-month faculty and one, two, three, or four quarters in length for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave.

Faculty members who desire an FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. 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, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the end of Autumn Quarter of the preceding year, except when the development of an unexpected opportunity precludes such timing.

The chair's recommendation to the dean 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.

**ABSCENCES FOR UNIVERSITY BUSINESS**

The Department of Internal Medicine recognizes that support of the tripartite mission of the institution may require faculty and staff to participate in outreach activities. The goal
of these activities should be to enhance operations, expand the base of patient referrals, or increase the research and educational reputation of the institution. All activities must be compatible with the strategic priorities of the institution. When these activities arise and require absences from the institution, faculty and staff may, with prior approval, use the designation of University Business for their leave rather than use vacation leave.

University Business leave may not interfere with the day to day functioning of the department and will be subject to review to insure that the number of days away from the institution is not excessive. Arrangements for coverage of administrative and clinical activities must be made and communicated to relevant constituencies.

Travel and leaves mandated by the university or medical center to fulfill assigned roles is designated as university business. Such travel may include but is not limited to site visits, consultation visits, project demonstrations and retreats.

Other Categories of University Business:

**Regional and National Visiting professorships**: Travel to an institution within the continental United States for the purpose of academic exchange may be classified as university business if there is reason to believe that such travel will improve the reputation of the department or institution with valued constituencies (i.e. future students, graduate medical education trainees, faculty or academic leaders). In general, visiting professorships should be limited to three days except with prior approval of the department chair.

**International Visiting Professorships**: International visiting professorships will be considered university business if the OSU Office of Global Health has identified a strategic rationale for a relationship between the inviting institution and OSUMC. This rationale may include the desire to establish an educational exchange program; research collaboration or clinical collaboration. International visiting professorships thus require prior authorization from the Office of Global Health Initiatives to be considered university business.

**Invited presentations at regional, national or international meetings**: The department recognizes the value in dissemination of knowledge. Thus, faculty who are invited to present posters, abstracts, workshops, or lectures at regional, national or international meetings of specialty societies may use the designation of university business for leave required to attend such meetings.

**NIH related Activities**: Participation in study sections and other NIH associated business enhances the national reputation of faculty and thus the institution. Leave to attend meetings for these activities is considered university business.

**Collaborative Research Meetings**: Meetings to establish or maintain multicenter research collaborations can be considered university business.
Elected Positions on National Specialty Councils: With prior approval, faculty are encouraged to seek positions of national prominence and impact in their specialty. If elected, they are allowed to use the university business designation for their leave.

Appointments to National Boards or Regulatory Agencies: Service to national boards enhances the reputation of the institution. 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.

CME: The department recognizes the need for continuing medical education for its faculty. All faculty are entitled to five days per year of leave classified as university business. This leave must be used annually and will not accumulate from year to year if unused.

Depositions and Expert Witness activities: Faculty who are required to appear in court for cases directly related to their work with the university or medical center or in support of university or medical center cases are allowed to use the university business designation for their leave.

The following activities do not classify as university business; approved vacation leave must be used instead.

- CME in excess of five days per year
- International Visiting professorships that do not receive prior authorization
- Professional Leaves or SRA (see LEAVES & ABSCENCES above)
- Preparation for any of the activities authorized as university business
- Expert Witness work for cases not related to the OSUMC activities
- Paid consultancies for for-profit organizations

SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

The University's policies with respect to supplemental compensation and external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook:
http://oaa.osu.edu/handbook/iii_facextracomp.html and

This department adheres to these policies in every respect. In particular, this department expects faculty members to carry out the duties associated with their primary appointment with the University at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the department chair regardless of the source of compensation.
External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is University policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

Faculty who fail to adhere to the University's policies on these matters, including seeking approval for external consulting, will be subject to disciplinary action.

**FINANCIAL CONFLICTS OF INTEREST**

The University's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook: http://oaa.osu.edu/handbook/coipolicy.html.

A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any University duty or responsibility, including designing, conducting or reporting research.

Faculty members are required to file conflict of interest screening forms annually, and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with University officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

**CONFLICT OF COMMITMENT**


A conflict of commitment exists when external or other activities are so substantial or demanding as to interfere with the individual’s teaching, research, scholarship or service responsibilities to the University or its students. Faculty should disclose and discuss external commitments with the Chair. If an activity cannot be managed by the faculty member and his/her chair to avoid a conflict of commitment or the reasonable appearance of a conflict of commitment, the faculty member must refrain from participating in the activity.

**GRIEVANCE PROCEDURES**

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. The Vice Chair for Academic Affairs will assist the
Department Chair in the review and examination of grievances and will oversee resolution of the grievance processes outlined below.

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 http://oaa.osu.edu/handbook/xii_salaryprocess.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 http://hr.osu.edu/dir/Directory.htm#Consult in the Office of Human Resources.

Faculty Misconduct

Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 http://trustees.osu.edu/rules5/ru5-04.html.

Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 http://trustees.osu.edu/rules5/ru5-05.html.

Sexual Harassment

The University's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15 http://hr.osu.edu/policy/policy115.pdf.

Student complaints

Normally student complaints 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. Students who do feel that they cannot approach the individual faculty member or who are dissatisfied with the results of their discussion should direct their concerns to the appropriate course or clerkship director. The course or clerkship director will investigate the concerns under the confidentiality guidelines as established under FERPA. http://oaa.osu.edu/reports/FERPA.html

For clinical courses in the Department of Internal Medicine, grades are assigned by the student evaluation committee and not by individual faculty members. Thus, all grade
appeals should be directed first to the specific course director or clerkship director and not the supervision faculty. If the response is not satisfactory to the student, an appeal is made to the Chair. Further level of appeals will be according to College of Medicine policy.

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 http://oaa.osu.edu/coam/home.html and http://senate.osu.edu/COAMDuties.pdf.