GUIDELINES

For Patterns of Administration

Department of Otolaryngology
College of Medicine and Public Health
The Ohio State University

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I. INTRODUCTION

This document provides a brief description of the Department of Otolaryngology 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.

This Pattern of Administration is subject to continuing revision. It is reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. All revisions are subject to approval by the College Office and the Office of Academic Affairs.

II. DEPARTMENT OF OTOLARYNGOLOGY MISSION

The mission of the Department of Otolaryngology is consistent with that of the University as a whole: excellence in teaching, research, and service. This requires constantly striving for improved quality in these three areas. The teaching responsibilities of the Department include its role in medical student, resident, fellow, and postgraduate education. The Department places great emphasis on the production of new knowledge. Thus, research and contributions to the international scientific and scholarly literature constitute important components of its mission. Service includes the delivery of the highest level of clinical care to otolaryngology-head and neck surgical patients. Service obligations of members of the Department also include those required for the governance and operations of the Department, the College of Medicine and Public Health, the University Medical Center, and the University. Service extends beyond the boundaries of the University through participation in the affairs of scientific and scholarly bodies concerned with advancing knowledge. Fulfillment of this mission also includes consultation and services to public agencies and citizens groups at the local, state, national, and international levels whose goals is the application of scientific knowledge to improve health care.

III. FACULTY

As used in this document, the term "faculty" shall include persons appointed by the Board of Trustees with regular, auxiliary, and emeritus faculty titles for full or part-time appointments, with or without salary.

- "Regular and regular clinical faculty:" persons with the titles of professor, associate professor, assistant professor, and instructors who serve on appointments totaling fifty percent or more service to the University.
"Auxiliary faculty:" persons with adjunct titles, clinical titles, lecturers, also professors, associate professors, assistant professors and instructors who serve on appointments totaling less than fifty percent service to the University.

"Emeritus faculty:" persons who, upon retirement, are recommended by the Chairperson, the Dean, and the Executive Vice President and Provost for emeritus status.

Voting faculty of the Department include all regular and regular clinical faculty.

IV. OVERVIEW OF DEPARTMENTAL ADMINISTRATION & DECISION-MAKING

Policy and program changes can be introduced in a number of ways: by department faculty either individually or collectively, by departmental standing or special committees, or by the Chairperson. The nature and importance of each matter will determine the procedure to be followed. Matters of the most general importance are usually ultimately decided by majority approval of the departmental faculty. Matters of lesser importance or of a more specific nature are decided by the Chairperson after advice from individual faculty, and/or departmental committees as deemed necessary by the Chairperson. Any such matters and related decisions can be discussed for review in the departmental meetings. These issues can be placed on the agenda by the Chairperson, a committee, or members of the faculty and/or staff. Open and widely shared discussions, both more formal and less formal, constitute the primary vehicle for reaching agreement on basic decisions.

V. DEPARTMENT ADMINISTRATION

CHAIR

The Chairperson of the Department is the administrative head of the Department of Otolaryngology. In addition to being the administrative head of the Department, the Chairperson represents the faculty of the Department in dealing with the Dean or others in the University administration. Upon the nomination of the President, the Board of Trustees appoints the Chairperson for a term of four years, subject to Board of Trustees Bylaw 3335-1-03(R). The Chairperson is eligible for reappointment. In selecting the Chairperson, the President confers with the Dean of the College of Medicine and Public Health. The Dean, in turn, consults with the faculty of the Department. The Department Chair reports to the Dean.

The President may remove a Chairperson during a four-year term after consultation with the voting faculty and Dean. The views of the faculty shall be
given substantial weight in arriving at the decision to remove the Chairperson from office.

The duties of the Chairperson of the Department shall be as follows:

- To have general administrative responsibility for its program, subject to the approval of the Dean of the College.
- To develop, in consultation with the faculty, a Pattern of Administration. This Pattern of Administration shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the office of the Dean of the College and in the office of the Executive Vice President and Provost.
- To prepare, after consultation with the faculty and in accordance with the Pattern of Departmental Administration, a statement setting forth the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the office of the Dean of the College and in the office of the Executive Vice President and Provost. At the beginning of each four-year term of the Chairperson, the members of the Department, the office of the Dean of the College, and the office of the Executive Vice President and Provost shall receive either a revision or reaffirmation of the original statement.
- To operate the business of the Department with efficiency and dispatch.
- To plan with the members of the faculty and the Dean of the College a progressive program.
- To evaluate continuously the instructional and administrative processes and lead to the study of methods of improving them.
- To evaluate faculty members periodically in accordance with criteria approved by the Board of Trustees and subject to instructions from the Executive Vice President and Provost, and also according to such supplemental criteria as may be set up by the College of Medicine and Public Health.
- To inform faculty members when they receive their annual review, of their right to review their primary personnel file maintained by their tenure initiating unit, and to place in that file a response to any evaluation, comment or other material contained in that file.
- To recommend to the Dean of the College, after consultation with the faculty in accordance with A.2.(c), appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty.
- To encourage research and educational investigations.
- To see that all faculty, 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.
• To prepare (after consultation with the Executive Committee and Finance Committee) annual budget recommendations for the consideration of the Dean of the College.
• 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.

COMMITTEES

Standing committees, special committees, task forces, etc. will be created and faculty assigned to them to meet Department needs. The selection of faculty to serve on these assignments shall consider factors such as expertise, interest, workload, and the diversity of interest within the Department. Faculty duties and assignments shall be reviewed and evaluated annually by the Chairperson to insure that assignments are distributed equitably.

Appointments: Appointments to standing committees and the appointment of the chairpersons of these committees shall be made by the Chairperson of the Department. Appointees shall be advised of committee objectives by the Department Chairperson. A current list of committee appointments shall be provided to each faculty member.

Term of Office: In order that committee responsibilities may be shared by the Department faculty, the normal term of office shall be for a minimum of two years beginning on July 1 of the academic year of appointment. A faculty member shall be eligible for reappointment to the same committee. The normal term of office may be adjusted as necessary to enhance the effectiveness of the committee.

Meetings: Each standing committee shall meet upon the call of the committee chairperson or upon petition of two committee members.

Objectives of Standing Department Committees:
Appointments, Promotion and Tenure Committee – is a standing committee of the Department. It is charged with providing the Department Chairperson with significant consultative input concerning the promotion and tenure of existing Department faculty, and several related matters. In the context of its evaluation of candidates for promotion and tenure, the committee is responsible for preparing of the case of each candidate for presentation to the eligible faculty, and for preparing a letter for the Department Chairperson which summarizes the eligible faculty’s assessment of the candidate’s teaching, scholarship and service efforts.
Practice Plan Committee - Represents the Department's interest in regard to the actions and implementations of the College of Medicine and Public Health Practice Plan.

Curriculum Committee - Reviews the medical student curriculum and makes recommendations to the Chairperson and faculty for curriculum changes or more efficient teaching practices.

Research Committee - Reviews research protocols and/or proposals submitted by junior staff and faculty for possible internal funding or use of laboratory space. Recommendations are made to the Chairperson for implementation.

Quality Assurance Committee - Reviews clinical practice activities; assesses outcomes as measure of quality of care, reviews clinical protocols. Recommendations are made to the Chairperson and faculty.

Committee on Alumni Affairs - Fosters good relationships among alumni and between the alumni and Department. Plans the annual Resident Alumni dinner and program.

Each committee, in consultation with the Chairperson, establishes operating procedures consistent with the committee's subject matter and its composition, and in accordance with the rules of the Department and the University.

FACULTY MEETINGS

- Meetings of the Department faculty shall be held not less frequently than once every three months during the calendar year. The Chairperson shall provide to all faculty members the schedule of all regular faculty meetings before the start of the academic term.
- Special faculty meetings may be called by the Chairperson providing that a written announcement, including the agenda, is distributed to all voting faculty members at least one week in advance. Upon petition of at least 20% of the voting faculty, the Chairperson shall call a special faculty meeting.
- The Chairperson shall maintain the minutes of all faculty meetings and the records of all other actions covered by the Patterns of Departmental Administration.

VI. DEPARTMENT FACULTY TEACHING LOAD POLICY

Faculty duties and responsibilities in instruction, scholarship, and service will be assigned by the Chairperson. Rosters of faculty assignments to committees, clinical services, and teaching responsibilities will be distributed annually.
VII. POLICY ON FACULTY DUTIES & RESPONSIBILITIES

Faculty teaching responsibilities are covered in Sections VI and VIII of this document. In addition, members of the tenure track faculty should have at least two peer-reviewed scholarly submissions, either journal articles or grant proposals, annually. Members of the regular clinical faculty should submit at least one scholarly article to include a case review or review article, annually.

Members of the Department holding a Ph.D. degree who are actively involved in basic research will mentor at least one graduate student each year. Graduate students are to include medical students, house officers in otolaryngology, subspecialty fellows, or students pursuing an M.S. or Ph.D. degree. Members of the tenure track faculty should have at least four peer-reviewed scholarly submissions, either journal articles or grant proposals, annually.

All faculty are expected to participate in Department, College of Medicine and Public Health and/or University Medical Center, and/or University governance.

Departures from the expected level in any area may be balanced by increased or decreased activity in other areas.

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

VIII. COURSE OFFERINGS & TEACHING SCHEDULES

Medical Student Teaching

Course directors (Med II, Med III) in consultation with the Chairperson will assign faculty to lecture and conduct didactic sessions. Members of the faculty with an M.D. degree who participate in clinical patient care will give at least six lectures each year in either the Med II, Med III, or Med IV courses and will be involved with direct teaching of Med III, and/or Med IV students rotating in the Department twelve months each year. Consideration of time spent in ISP or Problem Based Learning will be made.

House Staff Teaching

Division directors in consultation with the Chairperson will assign faculty to provide teaching and supervision of the clinical services. Except in circumstances involving a life-threatening emergency, all residents must contact...
the appropriate faculty member in charge of his/her patient care team before initiating any treatment or change in management.

IX. **ALLOCATION OF DEPARTMENT RESOURCES**

Department Space Assignment and Reassignment Policy

In the assignment and reassignment of research space, the Department of Otolaryngology recognizes and adheres to the priorities established and approved by the College of Medicine and Public Health Executive Committee.

- Research funded by grants or contracts administered through the OSU Research Foundation.
- New faculty members with primary research responsibilities and highly distinguished investigators with national and international reputations.
- Faculty members with research funds from other sources e.g., gifts, development funds, departmental enrichment funds, OSU internal grants, graduate school grants, etc.
- New faculty with research interests.
- Faculty members with funding in the past two (2) years.
- Other faculty and departmental projects.

X. **ORGANIZATION OF DEPARTMENTAL SERVICES**

The Chairperson is responsible for the organization of services in the Department. In addition to the administrative roles of the chairpersons of the committees other services are organized as follows:

- **Secretarial Staff**
  The Chairperson and/or his/her delegate is responsible for the assignment of secretarial staff for the faculty.

- **The Budget**
  A departmental budget will be formulated annually. The budget will be compiled by the Chairperson with input from the faculty and administrative staff. This budget will include personnel (faculty, administrative support) and operating expenses. A separate budget for the Medical Research Development Foundation (MRDF) for departmental research and academic enrichment will also be prepared. The MRDF budget must be reviewed and approved by the faculty.
XI. LEAVES & ABSENCES

Leaves of absences are provided in accordance with College and University Guidelines as detailed under IX Faculty Development, Faculty Professional Leave, of The University Faculty Handbook, updated 5/14/2001, or see http://oaa.ohio-state.edu/handbook/ix_fpl.html or http://oaa.ohio-state.edu/handbook/ix_loaentrepren.html.

XII. SUPPLEMENTAL COMPENSATION & PAID EXTERNAL CONSULTING ACTIVITY


XIII. GRIEVANCE PROCEDURES

The Department follows the grade grievance policy as outlined in the rules of the University Faculty (rule 3335-7-23).

The head of the Departmental Curriculum Committee handles all grievances by undergraduate medical students.

Faculty or resident house-staff grievances should be brought directly to the Chair.

CCS and A&P staff grievances are handled through the supervisor, Chair, College, and Office of Human Resources.