Department of Psychiatry

Patterns of Administration

Revised:

August 4, 2004
October 12, 2003

This document provides a brief description of the Department of Psychiatry 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 must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time subject to approval by the college office and the Office of Academic Affairs.

MISSION STATEMENT

The mission of the Department of Psychiatry at The Ohio State University College of Medicine includes:

1. Providing the highest quality of psychiatric patient care by medical staff with the best of qualifications and experience.

2. Teaching medical students and trainees of various other professional disciplines the basics of psychiatric diagnosis and treatment, training MD/PhD, PhD, and postgraduate students in basic and clinical neuroscience training, and, at more advanced level, providing post-MD training to produce high caliber future psychiatrists.

3. Performing research and scholarly investigation of brain disorders in order to identify the causes, treatments, and prevention of psychiatric illness.

4. Providing service to the Central Ohio community such as educating the public to increase awareness about psychiatric disorders, eliminating the stigma of mental illness, improving services for psychiatric patients, etc.

FACULTY

The voting faculty consists of all Regular Tenure and Regular Clinical Track as well as Research faculty members who have at least a 50% appointment in the department of psychiatry. Regular Clinical Track and Research faculty members may participate fully in departmental administrative procedures and decisions, but may not vote on matters of promotion and tenure except as defined by university policies. Auxiliary faculty members may not vote, but may be asked to offer opinions regarding specific issues for which they may have meaningful information. Individuals with courtesy appointments (primary appointments in another department with no salary support from the Department of Psychiatry) may not vote in matters of departmental governance or policy.

DEPARTMENTAL ORGANIZATION

The Department is organized into four divisions which reflect the main programmatic areas of the department including: Division of Adult Psychiatry, Division of Child and Adolescent Psychiatry, Division of Geriatric Psychiatry, and the Division of Health Psychology. Division directors are appointed by the Chairperson of the Department for a four-year term. The Chairperson reviews the division directors for reappointment during the fourth year of the term. The Chairperson may replace a division director at any time during the term.
Within each Division, there are a range of research, teaching, and clinical activities which may include inpatient, outpatient and consultation-liaison services. Faculty members are affiliated primarily with a specific division, but may have significant activities across multiple divisions.

The Department has established a departmental Division of Molecular Neuropsychopharmacology whose goal is to conduct basic research, integrate basic and clinical research, teach basic neuroscience to psychiatry residents and fellows, and train graduate and postgraduate students. The Department Chairperson appoints the Division Director for a four-year term, renewed annually following yearly evaluation.

The Department maintains an Office of Psychiatric Education, which coordinates the activities pertaining to teaching of medical students and residents. This office is lead by the Director of Education, and includes the Residency Coordinator and the Psychiatry Clerkship Coordinator. It also includes the Director of Medical Student Education, the Director of the Adult Residency Program and the Director of the Fellowship in Child and Adolescent Psychiatry. This office is primarily involved in daily administration of these educational programs.

A. Departmental Administration and Decision Making Process

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, or by the chair. The nature and importance of any individual matter determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance.

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B. Department Administration

Department Chairperson:

In concordance with Faculty Rule 3335-3-35 regarding Chairs of departments:

The chair of the department of Psychiatry shall be the administrative head of the department. The department chair performs a dual function. In addition to being the administrative head of the department, the chair 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 shall appoint each chair for a term of four years subject to the annual review provisions of rule 3335-3-17 of the Administrative Code. A chair shall be eligible for reappointment. In selecting a chair, the president shall confer with the dean of the college involved. The dean, in turn, will consult with the faculty of the department on all campuses, as well as other appropriate university officials. The president shall give substantial weight to faculty recommendations in reaching a decision regarding a nomination or recommendation for reappointment. Department chairs report to the deans of their colleges.

The president may remove a chair during a four-year term after consultation with the voting faculty and dean of the unit involved. The views of the faculty shall be given substantial weight in arriving at any decision to remove a chair from office.

The duties of the chair of the Department of Psychiatry 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 the Patterns of Administration. These Patterns of Administration shall be made available to all present and prospective members of the faculty 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. The Patterns of Administration of the Department of Psychiatry will adhere to the requirements for content which requires that the chair is responsible as follows:

  To provide a schedule of all regular faculty meetings (see rule 3335-5-18 of the Administrative Code) to all faculty members before the start of each quarter, semester, or session. (see below).

  To maintain minutes of all faculty meetings and to maintain records of all other actions covered by the patterns of administration. (see below).

  To consult with the faculty as a whole on policy matters, and that such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole.
To recognize in principle the presumption favoring majority faculty rule on all matters covered by the patterns of administration. Whenever majority faculty rule is not followed, the department or faculty chair, shall explain the reasons for the departure to enhance communication and to facilitate understanding within the department. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the decision of the majority of the faculty, the decision of the department chair, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for faculty to comment.

The Chair of the Department of Psychiatry will consult with the faculty in the initiation and in the review and selection of new faculty members for appointment.

The Chair of the Department of Psychiatry will develop a policy (see faculty workload policy below), which explains faculty duties, and responsibilities in instruction, scholarship, and service are to be assigned and distributed equitably.

- The Chair of the Department of Psychiatry is also required 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 chair of a department, the members of the department or school, 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.

- The Chair of the Department of Psychiatry is responsible to operate the business of the department.

- The Chair of the Department of Psychiatry is responsible to plan with the members of the faculty and the dean of the college a progressive program.

- The Chair of the Department of Psychiatry is responsible to evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.

- The Chair of the Department of Psychiatry is responsible 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 department.

- The Chair of the Department of Psychiatry is responsible 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 the file.

The Chair of the Department of Psychiatry is responsible to recommend to the dean of the college, after consultation with the faculty in accordance with paragraph (C)(3) of this rule, appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty.

The Chair of the Department of Psychiatry is responsible to encourage research and educational investigations.

The Chair of the Department of Psychiatry is responsible 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.

The Chair of the Department of Psychiatry is responsible to see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

The Chair of the Department of Psychiatry is responsible to prepare the annual budget recommendations for the consideration of the dean of the college.

The Chair of the Department of Psychiatry is responsible 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 and administrators.

**Department Vice Chair:** At the discretion of the Department Chairperson a Vice Chair may be appointed for a four-year term, renewed annually following yearly evaluation by the Department Chairperson. The Vice Chair's primary responsibilities will be administrative, as determined by the Department Chairperson and the Departmental Patterns of Administration. He/She assists and advises the Department Chairperson with regard to administrative issues of the Department, and serves as a liaison between the College and the Faculty. The Vice Chair is a regular senior faculty member with a MD, MD/PhD, or PhD degree and a proven record of service, administrative experience and leadership skills.

**Department Associate Chair for Research:** At the discretion of the Department Chairperson a Research Associate Chair may be appointed for a two-year term, renewed annually following yearly evaluation by the Department Chairperson. The Research Associate Chair’s primary responsibility will be promotion of the academic mission and affairs of the Department as determined by the Department Chair and Departmental Patterns of Administration. He/She assists and advises the Department Chairperson with regard to academic issues/affairs of the Department, and serves as a liaison between the Academic Faculty and the Chairperson. The Research Associate Chair is a faculty member on the tenure track with an MD or MD/PhD degree, and a proven record of research excellence, administrative experience and leadership skills.

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Department Associate Chair for Clinical Services: At the discretion of the Department Chairperson a Clinical Associate Chair may be appointed for a two-year term, renewed annually following yearly evaluation by the Department Chairperson. The Clinical Associate Chair's primary responsibility will be promotion of the clinical mission and affairs of the Department as determined by the Department Chairperson and Departmental Patterns of Administration. He/She assists and advises the Department Chairperson with regard to clinical issues/affairs of the Department, and serves as a liaison between the Clinical Faculty and the Chairperson. The Clinical Associate Chair is a tenure or regular clinical track senior faculty member with a MD or MD/PhD degree, and a proven record of clinical service, administrative experience and leadership skills.

Department Associate Chair for Education: At the discretion of the Department Chairperson an Education Associate Chair may be appointed for a two-year term, renewed annually following yearly evaluation by the Department Chairperson. The Education Associate Chair's primary responsibility will be promotion of the educational mission and affairs of the Department as determined by the Department Chairperson and Departmental Patterns of Administration. He/She assists and advises the Department Chairperson with regard to educational issues/affairs of the Department, and serves as a liaison between the Faculty and the Chairperson. The Education Associate Chair is a tenure or regular clinical track senior faculty member with an M.D. or M.D./Ph.D. degree, and a proven record of clinical service, administrative experience, education experience and leadership skills.

C. Departmental Committees and Structure

Some departmental decisions are made through committees and approved by the chairperson. These include recommendations for initial recruitment of faculty, promotion, tenure and reappointment of faculty, departmental practice plan and academic enrichment budget, medical records, quality assurance, and credentials. The faculty elects some of these committees, whereas the Department Chairperson appoints others. The following list provides more details:

In the Department of Psychiatry the recommending authority for faculty appointment, reappointment, promotion and tenure is placed in the hands of eligible faculty. However, there still needs to be a committee to gather information, supervise the process and present the information to the eligible faculty. Eligibility to the committee is restricted to Associate Professors and Professors on the Regular Tenure or Regular Clinical Track. The majority of the committee must be faculty on the Regular Tenure Track. The departmental Appointment, Promotion and Tenure Committee shall consist of three members, at least two of who must be Professors, and the other one being either Associate Professor or Professor. Two committee members will be from the Regular Tenure track and one from the Regular Clinical Track. Term shall be four years. The committee is responsible to assist candidates for appointment, reappointment, tenure and/or promotion with the completion of the dossier and assist the chair in identification of potential external reviewers for these candidates. The committee summarizes dossiers that are presented in consideration of reviews for appointment, reappointment, promotion and/or tenure, but does not make a decision or a recommendation to the eligible faculty.

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May 13, 2005
The committee also conducts annual reviews of untenured faculty, provides feedback and guidance for further faculty development and oversees the peer evaluation of teaching.

The departmental Executive Committee is composed of the Directors of all departmental Divisions, the Vice Chair and all Associate Chairs. It meets monthly (or more often at the call of the Department Chairperson) and advises the Department Chairperson about major policy and planning issues usually before these are brought to the whole faculty at the twice-monthly plenary meetings.

The departmental Recruitment Committee is appointed by the Department Chairperson and advises him/her regarding hiring of new faculty. The Committee composition includes members of all Departmental Divisions. The Recruitment Committee reviews applications, meets with each faculty candidate, gathers input from other faculty who have interviewed prospective recruits, and provides written recommendations to the Department Chairperson.

The departmental Practice Plan/Department Finance Committee is comprised of the directors of the Corporation and its meetings are open to all regular faculty members from the Department. In consultation with the Department Chairperson, it makes recommendations to the faculty about the departmental practice plan including academic enrichment and all Department finances. It also works on the annual budget and shares information with faculty. If approved by the Department Chairperson, the plan is then forwarded to the Dean's office according to the procedure outlined in the College of Medicine practice plan approved by the Board of Trustees.

The department Chairperson appoints a representative to the Medical Records Committee. This person is a representative on the Hospital Medical Records Committee, and makes decisions about departmental medical records requirements within the guidelines established by the hospital medical records committee and the hospital bylaws.

The departmental Quality Assurance Subcommittee, appointed by the Department Chairperson, and by hospital administration, makes recommendations to the faculty for improvement of patient care after appropriate survey and monitoring. It follows in general the guidelines established by JCAH.

The departmental Education Committee, appointed by the Department Chairperson, and chaired by the Associate Chair for Education supervises medical student teaching in the department, making decisions about the curriculum, scheduling, and assignment. It also supervises house officer training in the department. However, decisions about dismissal of house officers or medical students are generally taken to the faculty for discussion prior to final action.

The Residency Education Committee (REC) consists of faculty members and representatives of the residency classes and makes decisions pertaining to the educational goals and needs of the program. The director of Residency Training serves as the chair of this committee. The REC has two subcommittees: Resident Recruitment and Resident Promotion.
D. FACULTY MEETINGS

The Chairperson of the Department will schedule meetings of the faculty on a regular basis. All regular faculty meetings will be held from 12:00 - 1:00 P.M. at a location in the Department announced by the chair. On the first Tuesday of the month the faculty and residents will meet in a joint session. On the second Tuesday of the month the faculty will meet. The Chair of the Department will maintain the minutes of these meetings, as well as records of all other actions covered by the patterns of administration. On the 2nd Tuesday of each month, at 12:00 noon until 1:00 p.m., faculty meetings are held for which any faculty member can submit agenda items. Business can be brought up in advance to be included into the agenda and/or from the floor and suggestions made about departmental policy. The Departmental Chairperson or his/her designee presides at the meeting. The structure is informal by mutual agreement. The Department Chairperson introduces the business agenda and leads the discussion. Division Directors and faculty representing the Department at University, College or Hospital Committees are asked to report on faculty, teaching, academic, administrative and other issues and a discussion might follow as needed. Attendance is required.

The Chairperson will consult with the faculty as a whole on matters of policy. Whenever possible, this consultation will be undertaken at a meeting of the faculty as a whole. The Department of Psychiatry recognizes in principle the presumption favoring majority rule on all matters covered by the patterns of administration. Decisions are usually made by consensus, compromise, or the Chairperson's decision with tacit consent of the faculty. The chair brings policy matters to these meetings for faculty consultation, and these are usually decided by a simple majority vote. All regular faculty (50% or greater appointment on Regular Tenure Track or Regular Clinical Track) and full-time term appointment faculty have a vote on academic matters. When majority rule is not followed on policy matters, the chair will explain at a faculty meeting the reason for departing from majority wishes. The explanation will outline the decision of the majority of the faculty, the decision of the department and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for faculty to comment.

E. FACULTY WORKLOAD POLICY

The Department of Psychiatry's primary teaching commitments are to the medical student curriculum, and the residency program in Psychiatry, as well as fellowship in Child and Adolescent Psychiatry. Faculty members participate in the first year curriculum that includes a neuroscience module. The primary contribution to the medical student curriculum is the Psychiatry clerkship in the third year, which is a required rotation for all medical students. The duration of this rotation is determined through the College of Medicine and Public Health Executive Curriculum Committee. This clerkship includes didactics and supervised clinical experiences. All faculty members contribute to the teaching mission of the Department. Faculty members on the regular clinical track will have a proportionately greater commitment to clinical teaching and supervision by virtue of having a relatively greater clinical service obligation. Clinical teaching and supervision includes inpatient and outpatient settings. Faculty on the tenure track will typically have a 50% commitment of effort to teaching and service activities. Faculty on the regular clinical track will spend the

Approved by Office of Academic Affairs:
May 13, 2005
majority of their time (80%) in teaching and related clinical activities. The Chairman is responsible to make teaching clinical and research assignments to meet the department's mission and objectives.

F. POLICY ON FACULTY DUTIES AND RESPONSIBILITIES

The Department administration uses the following guidelines to ensure that comparable and equitable duties are assigned to faculty members, and that the scope and nature of these responsibilities are consistent with the type of academic appointment (tenure eligible versus regular clinical). This policy recognizes that all faculty members are expected to have responsibilities in teaching, research and service, and that the distribution of these responsibilities will vary among faculty. The distribution of teaching, service (including both clinical and administration), and scholarship activities will be determined on the basis of the faculty track (tenure, clinical, research), and academia rank. The following policy does not constitute a contractual obligation. Fluctuations in demands and resources in the department, and the individual circumstances of faculty members may warrant temporary deviations from the policy.

The Department provides teaching for medical students, residents in Psychiatry, fellows in specialty areas in psychiatry, graduate students, and post-Ph.D. fellows. Teaching includes formal didactic lectures, group discussion and facilitation, research reviews and seminars, grand round presentations, seminars, and the supervision of the clinical activities of trainees. All faculty members in the department are expected to participate in the teaching programs of the Department. Teaching also includes curriculum planning and development, and coordination of continuing education activities.

All faculty members in the Department are expected to provide service to the institution (e.g. department, college, hospital, university), as well as to the community and profession. Community service includes those activities that entail application of academic expertise. Service activities also include provision of clinical services for faculty who are licensed to provide such care. Individuals on the tenure track will have somewhat lesser expectations in service activities, but will have proportionately greater expectations regarding scholarship.

All faculty members are expected to contribute to scholarship, which includes generation and dissemination of new knowledge or creative work which may include publication of original work in peer-reviewed journals, publications of review articles or book chapters, editing of books, invited presentations and/or data presentations at state, national or international meetings, obtaining external peer-reviewed funding for research or education, funding for clinical trials, development of new diagnostic therapy or novel teaching techniques. Faculty members on the tenure track are expected to seek and obtain nationally competitive peer-reviewed funding to support their research program, and to establish a thematic and coherent program of research. Faculty members on the clinical track are also required to have scholarly contributions, but to a lesser extent than tenure track faculty members. The specific expectations in teaching, scholarship and service, and the typical distribution of activities for faculty on the tenure and clinical track are described below.
WORKLOAD PATTERNS:
Regular Tenured or Tenure Eligible Faculty

The Department of Psychiatry endorses college's recommendation that, within the Regular Tenure Track there will be numerous pathways that reflect the range of faculty activity, skills and accomplishments. A faculty member's activity may change over time, and thus may be consistent with different pathways of performance throughout their career. All these pathways and patterns of faculty activity may determine their workload within the department. Three pathways are recognized: Research/Education; Educator/Scholar; and Research/Clinician. The time a faculty member spends in research, teaching and service activities may vary from year to year and throughout the year. The time allocated for each activity will be determined by mutual consent with the Department Chairperson annually. During the Annual Review each faculty member will present a Workload Schedule for the upcoming academic year, once agreed upon the Workload Schedule will serve as the template to be followed for the coming year.

Teaching

This will include formal didactic lectures, lecture preparation, preparation and grading of examinations, as well as clinical or laboratory supervision in the context of patient care or research performance. Teaching is expected to be approximately 33% of the average workload, but may vary depending on the particular faculty member's pathway and other specific assignments. The proportion of time dedicated to teaching will likely fluctuate throughout the year and from year to year. For faculty with clinical duties some of the teaching time will overlap with clinical service and medical student and resident supervision.

Scholarly Activity

All tenured and tenure-eligible faculty are expected to have a significant commitment to compensate and/or uncompensated scholarly activity and to make consistent efforts to obtain and maintain external support for their research program. Faculty members are expected to budget adequate release time in grant applications to cover the realistic amount of time expected to be spent on a research project. Faculty members are expected to be principal investigator or co-principal investigators or nationally competitive peer-reviewed grants, and may be collaborators on the grants of other faculty. Development of new research programs is highly encouraged. The average time allocated to compensated and/or uncompensated scholarly activities is expected to approximately 50% but may vary from year to year and throughout the year depending on the particular faculty member's pathway, other areas of faculty responsibility as well as time constraints (e.g. grant deadlines) pertaining to specific scholarly activities. The time devoted to scholarly efforts shall be negotiated with the Department Chairperson. Depending on the extent of service responsibilities required to meet financial commitments, faculty members on the tenure track, consistent with College policies are expected to publish between 15-25 peer-reviewed papers during their probation period (i.e. from the time of their appointment to the OSU faculty). A substantial portion of these publications should be as first or senior author. Extramural funding that covers a portion of the faculty member's salary will increase the amount of time available for scholarship.

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May 13, 2005
Service

Faculty are expected to spend time on service related activities as assigned by the chair. Clinical care services will overlap to some extent with the clinical supervision of medical students or residents. The amount of time may vary from year to year and throughout the year on the basis of the clinical and service needs of the department, the amount of extramural research support, the pathway and the other responsibilities of the faculty member.

Regular Clinical Track

Service

Faculty on the Regular Clinical Track will devote an average of 80% of the time to service related work. The majority of this time will be devoted to patient care activities on a teaching service where medical students and residents rotate. The remaining time will be spent to service activities related to the Department, College and University mission. Since most clinical service activities are provided directly or indirectly with medical or other students, or psychiatry residents, the expectations for commitment to teaching and service will be combined.

Teaching

The teaching requirement will be integrated and overlap to a large extent with the clinical service in the supervision of trainees. In addition to clinical teaching, formal teaching in other type of settings (lectures, courses, seminars, facilitation of discussion, etc.) may be required as assigned by the chair. The combined time dedicated to formal/clinical teaching and patient care will be approximately 80% and will vary according to the department's needs and the individual faculty member's specific goals. It is expected that Regular Clinical Faculty will take a leading role in teaching.

Scholarly Activity

Faculty on the Regular clinical Track are expected to contribute to scholarship in authoring/co-authoring case reports, review articles, textbook chapters, textbooks, and when possible, to be involved in other scientific works. Active participation in ongoing research directed by other faculty (e.g. co-investigator or secondary authorship), and in clinical trials is expected for advancement in rank. Scholarly activity is expected to consume about 20% of the workload of a Regular Clinical Track faculty member.

Auxiliary Faculty

Department-based auxiliary clinical faculty are expected to spend 90% of their time providing patient care activities on a clinical teaching service where medical students and residents rotate. They are expected to contribute to the teaching activities of the Department and a 10% of their workload may be spent on clinical or formal teaching. Auxiliary faculty are encouraged to participate and/or facilitate the research endeavors of the department. Auxiliary Research Faculty are expected to spend 90% of their time in research activities and 10% on their workload may be spent in clinical or formal teaching activities.
G. FACULTY PERFORMANCE REVIEWS

The Department Chairperson will meet individually on an annual basis with all regular faculty (tenured, tenure eligible, and regular clinical track) and department-based auxiliary faculty to review and discuss the faculty member's performance and to review longer-term plans and goals. The faculty member's performance over the previous year will be reviewed in all components of faculty responsibility including teaching, research, and service. During this meeting will also be discussed the proposed work assignment (Workload Schedule) for the next academic year. The faculty member will have the opportunity to offer information regarding current and/or future work assignments. Following the meeting, the faculty member will receive written feedback regarding current performance, the proposed future goals and the agreed schedule for the upcoming academic year. The annual performance review will be based on expectations outlined in the previous performance evaluation (a letter of offer in the case of the initial year of service). Areas of needed improvement will be specifically delineated as well as suggested steps to resolve areas of weakness. A separate letter from the Chairman will provide information about the salary recommendation for the following year and a brief explanation for the recommendation. Salary recommendations will be based on the evaluation of performance of stated goals and expectations.

All faculty members will have the opportunity to respond in writing to the written feedback regarding their performance.

H. FACULTY SALARY INCREASES

A. Procedure

Faculty salary increases are necessarily constrained by University and Departmental budgets and by the University and College guidelines, which are revised annually. Within these constrains the Department Chairperson considering the academic productivity of the individual faculty makes recommendations.

B. Criteria

Because different faculty members make their maximal contributions in different ways, the criteria need to be flexible at the Chairperson's discretion while keeping in mind the needs of the Department.

Teaching will be evaluated on the basis of total time devoted by the faculty member, as well as on the basis of performance evaluations by students (including house officers), peers, Chairperson, Division Director, or Director of Training. Teaching awards and other teaching related achievements (development of new courses, novel instructional tools, publication in educational journals, etc.) are given special emphasis. The quantity of teaching, the quality of teaching and the format of the teaching (lectures, facilitation, seminars, courses, supervision) are important determinants.
Research productivity will be evaluated on the basis of grants obtained, the number and quality of proposals submitted, the number and quality of publications and presentations, and the faculty member's current research and scholarly activities (individual and collaborative) as known to the Chairperson.

Service to be evaluated for purposes of university salary is mainly of an academic, or community type and may include: service on Departmental, College or University committees, task forces, or other administrative bodies, sharing in the burden of Departmental administration, organization or coordinating of courses or other educational programs, service on national / international review bodies and service to the community through public lectures, media presentations or interviews, or board or committee membership. Only community service that results from and includes application of academic expertise is relevant for these considerations. Because in the Department of Psychiatry faculty on Regular Clinical Track are partially compensated by the university, clinical service performance and productivity will be included in salary evaluation.

Fiscal issues: In the current era of diminished resources available to the University, College and Department it is imperative that the Department operate in a fiscally sound manner in order to maintain programs, and to expand into new areas of service delivery. Therefore it is incumbent that each faculty member be aware of the fiscal constraints under which the department operates, and that each faculty member ensures that they work toward meeting their obligations to support the fiscal stability of the Department and its programs. It is recognized that this may be accomplished in different ways depending upon the nature of duties of the individual faculty members. The obligation for clinically generated revenues can be decreased by release time supported by research grants or other extra-departmental funding sources. In addition, supervision of clinical services by residents is an important area of activity by which faculty can support departmental programs. Each faculty's overall activities in these, as well as other areas, will be taken into consideration in the global assessment of their performance.

I. ALLOCATION OF RESOURCES

All faculty members will be provided with access to office space, computer, telephone, e-mail, FAX, office supplies and clerical assistance. Faculty members will have research space assigned on a priority basis. Individuals with nationally competitive extramural funding which provide full indirect cost reimbursement (e.g. NIH) will receive highest priority. Requests for research space by faculty without such funding will be considered in the context of available resources, previous or current allocations, and departmental priorities. Faculty members may apply to the Department for travel or seed funding. The Department Chairperson will make decisions regarding allocation of funds based on the merits of the proposal, the perceived benefit to the faculty member and the department, and the availability of funds.

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J. RELEASE TIME POLICY

This policy will be consistent with the College of Medicine policy when it is finalized. All individuals submitting research applications to sponsors that permit requests for release time (or its equivalent) are required to include in the budget a proportion of release time that is equivalent of the extent of time that is expected to be devoted to the research. The amount of time shall be determined by the departmental activities and obligations of each faculty member, and shall be negotiated with and agreed upon by the Chairperson. Consistent with current departmental policy, each generate their salary and benefits as well as a contribution to departmental overhead. Release time funds generated through grants will be applied against the faculty member’s financial obligation to the department. If excessive revenues are generated, those revenues will be allocated to the faculty member in accordance with departmental policies.

K. LEAVES AND ABSENCES

The Department of Psychiatry adheres to the university policies on leaves and absences as described below. The information pertaining to these policies can be found at the Office of Academic Affairs website (http://oaa.osu.edu).


Faculty Professional Leave: see Chapter IX, OAA Policies and Procedures Handbook (http://oaa.osu.edu/handbook/ix_fpl.html)

Special Research Assignment: see Chapter IX, OAA Policies and Procedures Handbook (http://oaa.osu.edu/handbook/ix_sra.html)


L. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING

The Department of Psychiatry adheres to the University policies as described below. The information pertaining to these policies can be found at the Office of Academic Affairs website (http://oaa.osu.edu). Health care activities that are explicitly covered by approved practice plans are not included in this policy.


M. CONFLICT OF INTEREST POLICY

The Department of Psychiatry adheres to the University Policies as described below. The information pertaining to these policies can be found at the Office of Academic Affairs website (http://oaa.osu.edu/handbook/coipolicy.html)
N. APPEALS AND GRIEVANCE PROCEDURES

Any faculty member who is dissatisfied with a departmental decision or policy can appeal to the chairman for reconsideration, to the Dean’s office, or through other university channels. Such faculty members may invoke the grievance procedures outlined in the Office of Academic Affairs Policy and Procedures Handbook (or in the medical staff bylaws, depending on whether the issue is academic or medical. Procedures for appeals regarding salary are described in Chapter XII of the OAA Handbook (http://oaa.osu.edu/handbook/xii_ptappeal.html), and is defined by Faculty Rule 3335-5-05 (http://trustees.osu.edu/rules5/ru5-05.html)

FACULTY SALARY APPEALS PROCESS

The Department will follow and abide by all the rules and regulations of the College of Medicine Faculty Salary Appeals Process. If a salary dispute arises in the Department, the Chairman will appoint a committee to advise him on this particular case. Please refer to the following web site for further information: http://www2.med.ohio-state.edu:90/coimed/policymanual/index.html. In addition salary equity appeals may also be considered according to university policies as described in Chapter XII of the OAA Handbook (http://oaa.osu.edu/handbook/xii_salaryprocess.html)

O. HOUSESTAFF EVALUATION AND GRIEVANCE PROCEDURES

House staff may invoke the department house staff grievance procedures, which are appended.

RESIDENT PERFORMANCE GUIDELINES
CORRECTIVE ACTIONS
DUE PROCESS

I. **Standard**

Members of the house staff are expected to conform to the Bylaws of the Medical Staff of The Ohio State University Hospitals and the Rules and Regulations adopted by that organization, the Rules and Regulations governing employment at The Ohio State University and state and federal laws.

II. **The Evaluation Process**

The various faculty members on whose services the resident has rotated complete written subjective evaluations. These are kept in a permanent file. These evaluations are submitted to the program director that reviews them before they are placed in the permanent file. The resident and the faculty member must sign all subjective evaluations before they are placed in the resident's permanent file. Objective tests are also administered as desired by the Program Director; these results may become a part of the resident's permanent file.

III. **Resident Rights**
A. The permanent file consisting of the written subjective evaluations of performance and the results of any objective tests will be accessible to the resident.

B. The right to expect advancement to the next level of education depends upon performance meeting the standards set by the Graduate Medical Education Committee of the Department.

C. A decision by the Graduate Medical Education Committee to deny advancement of a resident to the next level of education must be given with adequate notice along with the reasons for the decision.

D. Advancement to a fellowship is not considered a right or logical expectation of any resident. Appointment to these positions is at the discretion of the subspecialty division chief, and the department chairman.

E. The Program Directors must meet their obligation to document the clinical competence of residents recommended to the respective certification board.

F. The house staff has the right to communicate to the Director of the Graduate Medical Education Program and the Graduate Medical Education Committee as well as the Chairman. Such communication is encouraged for the purpose of discussing problems related to the evaluation process, the content of the training program or other problems of mutual concern.

IV. Corrective Action

Pursuant to Section 0335-43-05 of the Bylaws of the Medical Staff of The Ohio State University Hospitals, the house staff is entitled to the due process rights afforded Medical Staff members therein. Therefore, any complaint brought against a member of the house staff shall be treated in accordance with the provisions contained within the existing medical Staff Bylaws. Further, any member of the Limited Medical Staff who receives notice of a proposed action that may adversely affect him shall be entitled to all rights and protection afforded members of the Medical Staff in accordance with Section 3353-43-06 of the Medical Staff Bylaws.