

PATTERN OF ADMINISTRATION

**DEPARTMENT OF BIOMEDICAL EDUCATION AND ANATOMY
COLLEGE OF MEDICINE
THE OHIO STATE UNIVERSITY**

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I. INTRODUCTION

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

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

II. DEPARTMENT VISION AND MISSION

Vision Statement

The vision of the Department of Biomedical Education and Anatomy is to become a local, regional, national and international leader in the education and training of biomedical professionals using highly integrated and innovative evidence-based approaches.

Mission Statement

The mission of the Department of Biomedical Education and Anatomy is to advance basic and clinical medical sciences education through innovative and integrated curricula and scholarship, as well as to advance and promote basic and clinical medical science faculty in the domains of excellence in teaching, service, and scholarship.

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

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

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

III. ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

IV. FACULTY AND VOTING RIGHTS

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department includes tenure-track, clinical, and research faculty with compensated FTEs of at least 50% in the department, and associated faculty.

The Department of Biomedical Education and Anatomy makes tenure-track appointments with titles of instructor, assistant professor, associate professor, and professor. Tenure-track faculty may vote in all matters of departmental governance.

The Department of Biomedical Education and Anatomy makes clinical appointments. Clinical faculty titles are assistant clinical professor, associate clinical professor, and clinical professor. The College of Medicine does not have a clinical faculty appointment cap. On July 26, 2015 the department faculty voted to extend governance rights to clinical faculty. Clinical faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions.

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

The Department of Biomedical Education and Anatomy makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, clinical titles, lecturer titles, and visiting titles. Associated faculty may not vote at any level of governance, and may not participate in promotion and tenure matters.

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

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the [Appointments, Promotion and Tenure Document](#).

V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

The Department of Biomedical Education and Anatomy is composed of divisions with directors who report to the chair of the department or his/her designee. The divisions include Bioethics and Anatomy. The department is also comprised of offices that include directors who report to the chair of the department or his/her designee: Office of

Curriculum and Scholarship, and Office of Geriatric and Interprofessional Aging.

VI. OVERVIEW OF DEPARTMENTAL ADMINISTRATION AND DECISION-MAKING

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

VII. DEPARTMENT ADMINISTRATION

A. CHAIR

The primary responsibilities of the chair are set forth in Faculty Rule [3335-3-35](#). 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](#) also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

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

1. Have a general administrative responsibility for the department's program, subject to the approval of the dean of the College.
2. Operate the departmental business efficiently.
3. Evaluate departmental activities and lead in the study of methods to improve them.
4. Plan with the members of the faculty and the Dean of the College a progressive program.
5. Assign workload according to the workload policy and faculty appointment type (and rank).
6. Encourage scholarship and research.
7. Ensure that all faculty, regardless of their assigned locations, are offered the departmental privileges and responsibilities appropriate to their rank.
8. Maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
9. Ensure the adequate supervision and training are given to those members of the

faculty and staff who may benefit by such assistance.

10. Prepare, with consultation from appropriate faculty and staff members, annual budget recommendations for the consideration of the Dean of the College.
11. Consult with the faculty as a whole on all policy matters. Such consideration will, whenever practical, be undertaken at a meeting of the faculty as a whole. Recommendations for faculty consideration may come from individual faculty, the Graduate Studies Committee, the Executive Committee, the teaching faculty responsible for a program or segment of the curriculum, the chair, or any designated faculty committee. There is a presumption favoring the use of majority faculty rule on matters covered by the pattern of administration. Whenever majority faculty rule is not followed the chair shall provide a statement to the faculty explaining the reasons for the departure.
12. Evaluate faculty members annually in accordance with the criteria approved by the Board of Trustees, instructions given from the Executive Vice President and Provost, and supplemental criteria set up by the department. The chair will inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by the Department and to place in that file a response to any evaluation, comment, or other material contained in the file.
13. Recommend to the Dean of the College after consultation with the eligible faculty, appointments, promotions, dismissals and matters affecting the tenure of members of the department in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure Document.
14. Consult with the faculty in the selection of new faculty members. The chair will appoint a faculty search committee when a faculty position is available. This search committee will make recommendations to the chair. The department chair will make the final decision regarding faculty appointments.
15. Schedule regular faculty meetings. Minutes of all faculty meetings will be recorded and distributed to the faculty.
16. Facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.

Day-to-day responsibility for specific matters may be delegated to others, but the department 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.

B. DIVISION DIRECTORS

Division directors provide situational leadership and have responsibility for their assigned divisions. Division directors are at-will appointments by the chair and serve

in this role on a year-to-year basis. Division directors will be reviewed annually and reappointed, contingent on meeting the overall objectives and mission of the department. The duties of the division directors include the following:

1. Manage the administration of the teaching programs within the division.
2. Prepare an annual budget recommendation for the chair and recommend non-faculty appointments (lecturers, graduate teaching assistants, teaching assistants, visiting professors, etc.).
3. Coordinate graduate teaching assistant appointments with the chair of the Graduate Program. Identify new programs for revenue generation within the division.
4. Provide administrative direction of the division and assist the chair in meeting his/her duties.
5. Develop criteria to quantify scholarship of faculty within the division.
6. Provide outreach services at other locations as required.
7. Participate in committee work.
8. Seek resources outside the University to support research, education and service activities.
9. Manage the administration of space for teaching, research and service in assigned programs.
10. Develop overall division budget scenarios for departmental approval; anticipate and make recommendations for projected needs; develop and manage division earnings accounts; manage the division annual budget within budget guidelines determined annually.
11. Perform other duties as needed and/or applicable to specific divisions and assigned by the department chair.

C. COMMITTEES

The following committees will be standing committees of the department:

1. Executive Committee

This committee is comprised of the department chair, vice-chairs, division directors and the departmental administrative director. The role of this committee will be to advise the chair on any major issue of policy. This may include issues of recruitment, space, finances, awards, teaching etc. Any member of the committee may raise agenda items for consideration.

2. *Departmental Education Committee*

This committee is comprised of the department chair (or his/her designee), division Education Committee faculty representative (see entry just below), general faculty members within the department and ad hoc members representing courses/programs coming forward. The department chair appoints faculty members to the committee for a three year term. A sufficient number of members are appointed to accommodate the workload. Once appointed a majority vote of the appointed faculty will determine who will serve in the role of chair. Requests for new course/program offerings will be approved through this committee before moving forward to the University.

3. *Division Educational Committee*

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

4. *Procedures and Standards Committee*

The Procedures and Standards Committee will aid in the periodic review of the department's appointments, reappointments promotion, and tenure criteria and procedures and will provide recommended updates to the Department Chair. The Department Chair with input from the departmental faculty will approve revisions to these criteria and procedures. The Procedures and Standards Committee will also promote awareness of promotion and tenure procedures and standards among departmental faculty, especially early career faculty, and offer counsel on such matters as requested.

1. Composition

The composition of the Departmental Procedures and Standards Committee will be as follows:

- There will be a total of five (5) members of the committee. The Department Chair will appoint four (4) members. The Chair of the Committee for Eligible Faculty, also appointed by the Department Chair, will be the fifth member.
- No less than two (2) members will be tenured faculty members.
- No less than two (2) members will be nonprobationary clinical faculty members.

- The committee will include faculty from more than one division.
- Any changes to the composition of the committee will be made on a date determined by the chair.
- The term of service is three years, with reappointment possible.
- When considering policy modifications involving research faculty the Procedures and Standards Committee may be augmented by a nonprobationary research faculty member.

2. Organization

- The Chair of the Eligible Faculty will serve as chair of the BMEA Procedures and Standards Committee and they or their designee will preside over all meetings.
- Meetings will be called by the chair as required.
- The Chair of the Eligible Faculty will supply committee members with all necessary data, forms, applications, deadlines and logistical support needed to fulfill their responsibility.

5. Divisional Graduate Studies Committee

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

6. Morgue Committee

This committee is chaired by the Anatomy division director. Committee members will be appointed by the division director and consist of no less than half of the anatomy course directors within the department. Members will serve a term of 3-years. The duties of this committee are the following: Supervise the control and utilization of cadaveric material, establish and administer the annual budget for the morgue operations, define the specific duties of the morgue staff, advise and coordinate morgue activities with the Manager of the Body Donor Program, coordinate morgue operations with division needs, department and college research efforts and research as well as the research and teaching needs of regional hospitals and other healthcare institutions.

7. Faculty Search Committee

This committee is an ad hoc committee that meets at the request of the chair of the

department to conduct searches to fill vacant positions, advertise for these positions, evaluate the qualifications of applicants and recommend candidates to the department chair.

VIII. FACULTY MEETINGS

The chair of the department will schedule regular meetings of the faculty at the beginning of each academic term. A meeting of the faculty will also be scheduled on written request of 25% of the faculty. The department chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. An agenda will be distributed to the faculty in advance. Minutes of all faculty meetings will be recorded and distributed to the faculty. Minutes and a record of attendance will be kept in the department administrative office. It is expected that faculty will attend at least two-thirds of the faculty meetings. A quorum consists of the faculty members present and a simple majority of those present and eligible to vote can approve motions. Special policies pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion and Tenure Document. Agenda items are developed by the department chair and faculty may forward to the chair additional items for consideration.

Either the department chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given one week to respond.

When a matter must be decided and a simple majority of all faculty members 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 departmental 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.

IX. FACULTY DUTIES AND RESPONSIBILITIES

Faculty assignments are described in the initial letter of offer. Assignments and expectations for the upcoming year are addressed as part of the annual performance and merit review by the department chair based on departmental needs as well as faculty productivity and career development.

The chair of the department in consultation with the appropriate division director, is responsible for assuring that faculty members have duties and responsibilities

commensurate with their appointments and that the departmental workload is distributed equitably among faculty. While faculty are expected to exercise initiative and direction in their teaching, research and other scholarly activity, the chair will assign teaching and specific departmental duties. In making these assignments the chair will balance the needs of the department with the preferences of the faculty within the context of department and College policies.

Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the department chair if such work can be performed effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain circumstances if it serves the needs of the department, college, university, and/or community. The department chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the department chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the TIU head to take into account the impact over time of the crisis. These adjustments may include modifying research expectations in order to maintain teaching obligations. These assignment changes must be considered in annual reviews.

A. TENURE-TRACK FACULTY

Tenure-track faculty members are expected to contribute to the university's mission via teaching, scholarship, and service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected.

Teaching

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. The standard teaching assignment for full-time tenure-track faculty members is four courses per academic year. Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies and

thesis and dissertation work.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment.

The department chair is responsible for making teaching assignments on an annual basis, and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department. All faculty members must do some formal instruction and advising over the course of the academic year.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of similar quality and length as articles. Faculty engaged in basic or applied research are expected to attract extramural funding that supports at least 15% AY release time and that supports at least two graduate students per year. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession, and community. Typically this will include service on two committees within the department and one outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university).

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other departmental events.

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the department chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for the AMC Process. The department chair should also consider this additional service burden in managing equity of service loads among faculty.

1. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). The information provided below supplements this policy.

Untenured faculty will normally be provided an SA for research for one semester during their probationary period. Reasonable efforts will be made to award SA opportunities to all other faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out departmental work. The department's Executive Committee will evaluate all SA proposals and make recommendations to the department chair, whose recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

B. CLINICAL FACULTY

Clinical faculty have numerous professional pathways that reflect the range of faculty activity, skills and accomplishments. In all cases, the standard of excellence in teaching, scholarship, service, and program development, which is documented in an overall evaluation of accomplishment, will be expected. Similarly, the development and demonstration of regional, national, or international impact and recognition, as appropriate to the faculty level, will be required. Within each pathway, Scholar, Educator or Excellence, the relative distribution of effort for the primary areas of emphasis may differ for individual faculty members. In general the workload distribution for clinical faculty is 70-85% teaching; 10-20% scholarship and 5-10% service. More information is provided in the BMEA [Appointment, Promotion and Tenure Document](#).

C. RESEARCH FACULTY

Research faculty members are expected to contribute to the university's mission via research.

In accord with Faculty Rule [3335-7-34](#),

a research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the TIU's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

Research faculty expectations for research are similar to those for the tenure-track, albeit proportionally greater since 100% of effort for research faculty members is devoted to research. Specific expectations are spelled out in the letter of offer.

D. ASSOCIATED FACULTY

Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments.

Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

The standard teaching assignment for full-time lecturers is eight courses per academic year.

E. MODIFICATION OF DUTIES

The Department of Biomedical Education and Anatomy strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Medicine's guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the [college pattern of administration](#) for details. See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XI.

A faculty member requesting a modification of duties and the department chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean.

X. ALLOCATION OF DEPARTMENT RESOURCES

A. TRAVEL POLICY

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

B. SPACE POLICY

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

1. Research space is assigned to the department is to be allocated based on the funding of the individual occupying the space.
2. Research space assigned to new faculty will be guaranteed for a specific period of time negotiated with the chair.
3. Current faculty with extramural funding including indirect costs may retain research space after the end of their funding, contingent upon their submission of a proposal for an extramural grant (with indirect costs). Space for research proposed on grants submitted must be negotiated with and approved by the chair. As a result of recruitment efforts, research space may be re-allocated.
4. A change in allocated space will be incremental or decremental in parallel with associated funding.
5. Space allocated on the basis of funding will be retained until there is a change in the faculty member's status.
6. Priorities used in the allocation of research space will be consistent with the guidelines of the Office of Research.

C. SALARY ALLOCATIONS

Information about salary allocations is provided in the BMEA [Appointment, Promotion and Tenure document](#).

D. SALARY RECOVERY

Salary recovery will be in accordance with policies established and accepted by the Dean of the College of Medicine. In general for all faculty the salary recovery should pay for the full amount of time that a faculty member spends on research. On all grants, faculty must request their fully allowable salary for the time necessary to

complete all functions related to the grant. All funds received into the department for salary recovery, including fringe benefits and Direct Department Research Support will be placed into departmental accounts to pay faculty salaries, support graduate education, support research and to promote other programmatic development. The chair of the department will determine the distribution of these funds. All outside fund requests must be submitted through the [Office of Sponsored Programs](#). Budgets should reflect all fully allowable salary support for all personnel required to complete all functions related to the grant. Other expenses related to the submission should be fully supported.

XI. LEAVES AND ABSENCES

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources [Policies and Forms website](#). In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the Parental Care Guidebook).

A. DISCRETIONARY ABSENCE

Faculty are expected to complete a travel request or a [request for absence](#) well in advance of a planned absence (e.g., vacation, attending a professional meeting or engaging in consulting) to provide time for its consideration and approval and time to assure that the faculty member's commitments are covered. Discretionary absence from duty is not a right, and the department retains the authority to disapprove a proposed absence when departmental activities and priorities are negatively impacted by the leave. Rules of the University Faculty require that the University Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)) and must be requested in Workday prior to the leave.

B. ABSENCE FOR MEDICAL REASONS (SICK LEAVE)

For more specific details see [OHR Policy 6.27](#). When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence](#) 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).

C. FAMILY MEDICAL LEAVE

Faculty may be eligible for leave under the [Family Medical Leave Policy](#) and/or the university's paid parental leave guidelines as described in its policy on [Paid Time Off](#). The faculty member requesting the leave and the chair should be creative and flexible in developing a solution that is fair to both the individual and the division while addressing the needs of the department.

D. UNPAID LEAVES OF ABSENCE

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in [Policy 6.45](#).

E. FACULTY PROFESSIONAL LEAVE

Tenured faculty are eligible for Faculty Professional Leave, also known as sabbatical leave, in accordance with the standards and requirements set forth in the Office of Academic Affairs' policy on [Faculty Professional Leave](#). The Faculty Professional Leave program (FPL) was created to give faculty a period of uninterrupted time to invest in their professional development. Activities that entail little or no investment in new skills and knowledge are not appropriate for the program. In addition, faculty should restrict other employment activity during a leave, including employment approved under the paid external consulting policy, to that which clearly enhances the purposes of the leave. FPL proposals generally emphasize enhancement of research skills and knowledge. However, faculty members may use an FPL for substantial investment in pedagogical or administrative skills and knowledge when these are judged to be mutually beneficial to the faculty member and their academic unit.

The faculty member should submit a proposal to the chair at least three months in advance of the proposed leave. The chair will review the proposal and, if approved, will submit the proposal to the Dean for approval, who will then submit the document for OAA approval, with leave applications finally recommended to the Board of Trustees for final approval.

F. PARENTAL LEAVE

Details are provided in the OHR [Parental Care Guidebook](#), [Paid Time Off Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

XII. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Outside Activities and Conflicts](#). The information provided below supplements these policies.

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 additional compensation must be approved by the department head 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 with an administrative position (for example, chair, associate/assistant dean,

center director) remain subject to the Policy on Outside Activities and Conflicts and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

Should a department faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him/her/them, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's department head and/or dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

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.

XIII. FINANCIAL CONFLICTS OF INTEREST

Information on faculty financial conflicts of interest is presented in the university's [Policy on Outside Activities and Conflicts](#). 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 with external funding or otherwise required by university policy 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.

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities. Further information about conflicts of commitment is included in section IX above.

XIV. 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.

A. SALARY GRIEVANCES

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty or staff member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be

eligible to file a more formal salary appeal according to procedures outlined in the OAA [Policies and Procedures Handbook](#).

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

B. FACULTY AND STAFF MISCONDUCT

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule [3335-5-04](#).

Any student, faculty, or staff member may report complaints against staff to the department chair. The [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

C. FACULTY PROMOTION AND TENURE APPEALS

Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).

D. HARASSMENT, DISCRIMINATION, AND SEXUAL MISCONDUCT

The [Civil Rights Compliance Office](#) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's policy on [Equal Employment Opportunity](#).

Ohio State's policy and procedures related to discrimination, harassment, and sexual misconduct are set forth in the university's [Non-Discrimination, Harassment, and Sexual Misconduct Policy](#).

E. VIOLATIONS OF LAWS, RULES, REGULATIONS OR POLICIES

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).

F. COMPLAINTS BY AND ABOUT STUDENTS

Student Conduct

Each program should have a formal process for handling student complaints and appeals that is made available to students and faculty within the program. Normally student academic complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Program Director/Chair/Division Director, they will first ascertain whether or not the students require confidentiality. If confidentiality is not

required, the Program Director/Chair/Division Director will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty.

Faculty complaints regarding students must always be handled strictly in accordance with University Faculty Rules and policies. Faculty should seek the advice and assistance of the Program Director/Chair/Division Director and others with appropriate knowledge of policies and procedures when problematic situations arise.

G. ACADEMIC MISCONDUCT

Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) does not hear cases involving academic misconduct in colleges having a published honor code, although some allegations against graduate students fall under the committee's jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the appropriate Associate Dean (student life, graduate studies, graduate medical education or school of health & rehabilitation sciences), who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the Program's (Undergraduate, Graduate, Professional Graduate Medical) procedures for addressing allegations of violations of the professional student honor code.

Professional Student Honor Code

Professionals have a moral responsibility to themselves, to their patients, to their associates, and to the institution with which they are affiliated, to provide the best service possible.

Personal ethics require certain inherent elements of character that include honesty, loyalty, understanding, and the ability to respect the rights and dignity of others. Personal ethics require conscientious preparation during one's academic years for eventual professional duties and responsibilities. A continuation of the development of professional efficiency should be accomplished by observation, study, and investigation during one's entire professional life.

Strength of character should enable one to rise above prejudice in regard to race, creed, or economic status in the interest of better professional service. To maintain optimum professional performance, one should be personally responsible for maintaining proper physical and moral fitness. Finally, it must be realized that no action of the individual can be entirely separated from the reputation of the individual or of their profession. Therefore, a serious and primary obligation of the individual is to uphold the dignity and honor of their chosen profession by thoughts, words, and actions.

Academic Due Process

Academic due process involves the process by which individual student performance issues are considered for action by the faculty. This process encompasses issues related to deficiencies in knowledge skills attitudes and/or behaviors of the learner. Each academic program within the College of Medicine shall develop a program

specific mechanism for ensuring academic due process of learners. Learners should refer to the program student handbook regarding the program specific process.

Challenge Related to a Grade

A student may challenge a grade only for procedural reasons. If a student believes that a procedural error in grading was made, the student should follow the specific program guidelines for grade appeals in the respective program specific student handbook that are in alignment with Faculty Rule [3335-8-23](#) in making an appeal. In general, the student should first meet with the instructor of the course and if the instructor does not agree that a procedural error was made, the student must meet with the Program/Division director to discuss the grade grievance. If the issue is not resolved to the satisfaction of the student, the student may request in writing a grade appeal to the Chair. If the student is not satisfied with the response from the Chair, the student may seek further review through the Vice Dean of Education.