PATTERN OF ADMINISTRATION

DEPARTMENT OF BIOMEDICAL INFORMATICS

THE OHIO STATE UNIVERSITY, COLLEGE OF MEDICINE

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Department of Biomedical Informatics

I. Introduction

This document provides a brief description of the Department of Biomedical Informatics, as well as a description of its guidelines 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 as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

II. Department Mission

A. Mission

The mission of the Department of Biomedical Informatics is to improve people's lives through innovation in research, education, and patient care. The vision of the Department of Biomedical Informatics is to lead the advancement of health and biomedicine through the development, application, and dissemination of novel biomedical informatics theories and methods capable of driving biological discovery, generating knowledge, and advancing personalized and population healthcare.

Biomedical informatics is a transdisciplinary field focused on turning data into knowledge that can advance our understanding of biology, biotechnology, clinical care, and health systems. The Department of Biomedical Informatics is committed to working as a team to shape the future of medicine by creating, disseminating, and applying new knowledge and personalizing health care to meet the needs and preferences of each individual.

We share and endorse the values of the College of Medicine, including inclusiveness, determination, empathy, sincerity, ownership, and innovation. We operate on the premise that all faculty, staff, and students in the College have unique talents that contribute to the pursuit of excellence. In addition to professional accomplishments, collegiality, civility, and mutual respect are strongly held values. We support that people can have varied beliefs and encourage the free exchange of ideas and opinions, and expect that faculty, staff, and students promote these values and apply them in a professional manner in all academic endeavors and in both our internal and external interactions.

All members of our department contribute to our productivity, both through their personal accomplishments and by positively influencing the productivity of others. This synergism may be seen in the creation of our learning environment, research collaborations, co-authorship of publications, activities promoting health and wellness, and by sharing innovative ideas with the broader community. All members of our department should work toward establishing and maintaining a team culture and an enriching and varied intellectual working and learning environment. We are committed to evaluating the practice of these core values as part of all performance evaluations.

B. Definition

Biomedical Informatics is the field concerned with the optimal use of information generated from biomedicine and health care. In the Department of Biomedical Informatics, we are multidisciplinary, aided by the use of computing science, statistical science, implementation science, digital technology, biotechnology, and people, to improve individual health, health care, public health, population health, data science, clinical science, basic science, and biomedical research.

C. Values

The values of the Department of Biomedical Informatics are as follows:

- Our eminence is first and foremost a function of the strength of our faculty, staff, and trainees.

- We value integrity and respect in our continuous assessment and optimization of department-wide strategies and resource allocation, ensuring accountability and responsible actions in pursuing our vision and mission.
- The principles of openness, transparency, efficiency, individual responsibility, and shared governance are critical to the creation of a collaborative and high-performance workplace.
- We will constantly strive to achieve balance and excellence in all aspects of our tripartite mission, placing particular emphasis on our role as researchers, educators, and practitioners working to create the future of personalized healthcare.
- We value the relevance of our work to the broad community and strive to disseminate the knowledge generated by our scholarly activities to the Clinical and translational science, life science, bioinformatics, clinical informatics, computational science, biostatistics, implementation science, and learning health system communities, as it is central to our departmental mission and vision.

III. Academic Rights and Responsibilities

In April 2006, the University issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns.

IV. Faculty

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 Informatics makes research appointments. Research faculty titles are research assistant professor of biomedical informatics, research associate professor of biomedical informatics, and research professor of biomedical informatics. The Department of Biomedical Informatics also makes clinical appointments. Clinical faculty titles are assistant professor of clinical biomedical informatics, associate professor of clinical biomedical informatics, and professor of clinical biomedical informatics. There are two pathways: scholar and educator. The appointment cap on clinical faculty in relation to the total of tenure-track, clinical and research faculty is established in the college pattern of administration. Unless otherwise authorized by a majority vote of the Tenure-track faculty in a department, the total number of research and clinical faculty must comprise no more than forty nine percent of the total number of tenure-track, research and clinical faculty in the department. On 8/19/2005, the department faculty voted to extend governance rights to research faculty and on 9/21/2015, the department voted to extend governance rights to clinical faculty. Research and clinical faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions.

Associated faculty, emeritus faculty, and regular faculty joint appointees with FTEs below 50% 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 composition is divisional with groups of faculty and staff who share a common scholarly focus area being organized into divisions. A division must be comprised of a minimum of four faculty members (including the division director).

Divisions will be formed at the discretion of the Dean of the College of Medicine, based upon a formal proposal made by the department chair. Such a formal proposal must include the following information:

1. A proposed name for the division.
2. The names of the faculty and staff members who will be part of the division, and the name of the faculty member to be designated as the division director.
3. A brief description of the common scholarly focus area shared by the division members.

4. A brief description of the benefits afforded by organizing the affected faculty and staff into a division.
5. Performance metrics that can be used to evaluate the productivity of the division.

Division directors will be appointed and re-appointed annually by the department chair. Division directors may hold regular meetings of division faculty at the discretion of the division director, in consultation with the department chair. The performance of all divisions will be reviewed on an annual basis by the department chair and/or their faculty designee(s), and divisions that are not active or productive, per the metrics defined in their founding proposal or as established by the department chair, may be dissolved by the department chair working in consultation with the Dean of the College of Medicine.

Staff of Biomedical Informatics (BMI)In at the current time shall consist of a Department Administrator, Business and Operations Manager, Education Program Manager, Service Line Coordinator, Assistant to the Chair, Assistant to the Vice Chair and Fiscal Associate. Administrative services are under the direction of the chair with day-to-day management by the administrator. Services available or provided to the faculty include personnel management, purchasing of equipment, preparation of reports (e.g. annual reports, promotion and tenure dossiers), equipment repair, laboratory setup or remodeling, computer assistance, and assistance with grant proposals.

VI. Overview of Department Administration and Decision-Making

Policy and program decisions are made in compliance with University policies and procedures by the following: the department faculty as a whole, by standing or special departmental committees, and by the chair and their faculty designees. The nature and importance of any individual matter will determine the method in which it will be 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 should be. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of high importance and/or broad impact.

VII. Department Administration

A. Chair

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35, http://trustees.osu.edu. This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, http://trustees.osu.edu, also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

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

1. Have general administrative responsibility for the department, and any divisions, subject to the approval of the dean of the college.
2. Operate the department business efficiently.
3. Continuously evaluate department activities, and lead the study of methods to improve them.
4. Plan with the members of the faculty and the dean of the college a progressive program that is aligned with organizational strategies.
5. Encourage research, education, and service activities in alignment with item (4).
6. Ensure that all faculty are offered the departmental privileges and responsibilities appropriate to their rank.
7. Ensure that adequate supervision and training are given to those members of the faculty and staff who may benefit from such assistance.
8. Prepare, with consultation from appropriate faculty and staff members, annual budget recommendations for the consideration of the dean of the college.
9. Schedule regular faculty meetings.
10. Consult with the faculty as a whole on all policy matters. Such consideration will, whenever practical, be undertaken during regularly scheduled faculty meetings. Recommendations for faculty consideration may come from individual faculty, standing department committees, or ad-hoc committees as needed.

11. Evaluate faculty members at least annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
12. Recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 and the department's Appointments, Promotion and Tenure Document.
13. 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.
14. Lead outreach and engagement activities intended to enhance the visibility, reputation, and funding of the department.
15. Evaluate and improve instructional and administrative processes on an ongoing basis.

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

B. Vice Chair(s)

Vice Chair(s) will be appointed at the discretion of the department chair, in consultation with the Dean of the College of Medicine or their designee(s) and will be reviewed annually by the chair. Vice chairs will serve as the administrative designees of the department chair. The duties of vice chairs may include any or all of the following as delegated by the chair:

1. Lead or participate in departmental administrative activities as designated by the chair, including budgeting, faculty and staff recruitment and management, the formulation and tracking of strategic plans and associated metrics, and the development and enforcement of policies and procedures.
2. Lead programmatic development activities and special projects focusing on the growth or enhancement of research, education, and service activities, in alignment with departmental strategic plans.
3. Chair one or more standing or ad-hoc departmental committees, as needed.
4. Serve as a lead mentor to department faculty, staff, and trainees.
5. Serve as a counselor to the department chair.
6. Develop criteria to quantify scholarship of faculty.
7. Participate in or lead outreach and engagement activities intended to enhance the visibility, reputation, and funding of the department.
8. Seek resources outside the university to support research, education, and service activities.
9. Perform other duties as needed and assigned by the department chair.

C. Associate Chair(s)

Associate Chair(s) will be appointed at the discretion of the department chair, in consultation with the Dean of the College of Medicine or their designee(s) and will be reviewed annually by the chair. Associate chairs will serve as members of the department's senior leadership team, and work either under the supervision of the chair or a designated vice chair. The duties of associate chairs may include any or all of the following as delegated by the chair and/or designated vice chair:

1. Manage departmental administrative activities as they relate to non-academic units (e.g., shared services, consultative groups, etc.), including the oversight and leadership of operational staff.
2. Participate in programmatic development activities and special projects focusing on the growth or enhancement of research, education, and service activities, in alignment with departmental strategic plans.
3. Serve as a senior mentor to department faculty, staff, and trainees.
4. Serve as a counselor to the department chair.

5. Seek resources outside the university to support research, education, and service activities.
6. Perform other duties as needed and assigned by the department chair.

D. Division Directors

Division Directors are appointed at the discretion of the department chair, and provide situational leadership for their assigned divisions. The duties of division directors will include the following:

1. Manage the administration of the teaching programs, including undergraduate, graduate, and professional courses.
2. Participate in the preparation of annual budgets, working with the chair and departmental administrative staff.
3. Recommend to the chair non-faculty appointments (lecturers, graduate teaching assistants, medical students, teaching assistants, visiting professors, etc.).
4. Oversee directly or via designees the hiring and ongoing performance management of staff who will work primarily in the context of the division.
5. Provide administrative direction of the division and assist the chair in meeting his/her duties.
6. Develop criteria to quantify scholarship of faculty within the division.
7. Provide outreach services at other locations as required.
8. Participate in or lead departmental committee work.
9. Seek resources outside the university to support research, education, and service activities.
10. Manage the administration of space for teaching, research, and service in assigned areas.
11. Perform other duties as needed and/or applicable to specific divisions and assigned by the department chair.

D. Committees

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

The following committees will be standing committees of the department (for each such committee, a summary of the charge, membership, committee chairmanship, and voting privileges is provided). All other ad-hoc committees of the department will be formed at the discretion of the department chair, and will be provided with a formal written charge at the time of formation, which will include specifications concerning their objectives, membership, membership terms, committee chairmanship, and voting privileges.

For all department committees, unless otherwise specified, a quorum will be the number of committee members that are eligible to vote on advisory and/or decision making matters that are present at a scheduled committee meeting, not to be less than 2/3 of the total number of eligible committee members. For a matter to be decided in the affirmative by a committee, a 2/3 of the quorum is required.

Graduate Studies Coordinating Committee

This committee will be responsible for developing training programs, and will oversee policy and operational activities related to the conduct of all Biomedical Informatics training programs. In addition, this committee will engage in the evaluation and selection of applicants for Biomedical Informatics training programs. This committee is responsible for developing student admission and graduate policies for graduate training programs housed in the department.

Graduate Studies Coordinating Committee Composition:

Number and Type of Members	The Committee Chair, the PIs of the department Training Grants, and clinical educator faculty. If the department has divisions, there will be representatives from each division. The number of clinical faculty cannot exceed one third of the faculty in the committee. The baseline number of this committee is three.
Selection and Terms of Members	The Department Chair will designate the representatives for this committee. Such individuals will serve at the discretion of the Department Chair and have 1-year renewable terms.
Selection of Committee Chair	The Department Chair will designate the Chair of the Department Graduate Studies Coordinating Committee, who will have a 1-year renewable term.
Inclusion of Students	No students will be included in this committee.

Voting Rights of Members	All members of the committee will have voting rights.
Administrative Support	The Education Program Coordinator shall support this committee and serve as an ex-officio, non-voting member.

Appointments, Promotions and Tenure (AP&T) Committee

As per Chapter 3335-6 of the rules of the University Faculty, the voting Appointments, Promotions and Tenure ("AP&T") Committee of the department includes all eligible faculty. The committee of eligible faculty is defined in Section III.A of Appointments, Promotion, & Tenure Document. This committee is responsible for the evaluation of candidates for tenure and promotion, and to assist the chair in identifying potential external reviewers for candidates being evaluated for tenure and promotion. The committee chair is appointed from the eligible faculty by the department chair.

Appointments, Promotion and Tenure Committee Composition:

Number and Type of Members	The Appointments, Promotion and Tenure Committee is composed of all eligible faculty members from the department. The baseline number of this committee is three. Eligible faculty are defined in the department APT document, section III. A.
Selection of Committee Chair	The department chair will designate the chair of the department Appointments, Promotion and Tenure Committee.
Inclusion of Students	No students will be included in this committee.
Voting Rights of Members	All members of the committee will have voting rights.
Administrative Support	The Assistant to the Chair shall support this committee.

VIII. Faculty Meetings

The chair of the department will schedule meetings of the faculty on a regular basis. Agenda items for these meetings will be developed by the department chair and specific topics to be discussed may be proposed to the chair by faculty members via submission to the chair, the department administrator or other designees as selected by the department chair. A meeting of the department faculty will also be scheduled on written request by at least 25% of the department tenure-track, clinical and research faculty. The chair will make reasonable efforts to have the meeting take place within two weeks of receipt of the request. The chair or their designee will distribute minutes of faculty meetings to faculty by email within seven business days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

For purposes of discussing department business, including personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as follows:

For decision-making that involves **a committee of the eligible faculty**, a quorum will consist of 2/3 of such faculty members.

For decision-making that involves **a committee as defined in this document or the departmental appointments, promotion and tenure document and that is not a committee of the eligible faculty**, a quorum will consist of a majority of the committee members.

All decisions undertaken by committees that are not a committee of the eligible faculty as defined above will be made by a simple majority vote.

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.

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

The department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

IX. Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities (See the OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.5, https://oaa.osu.edu/policies-and-procedures-handbook).

During on-duty periods, faculty members are expected to be available for interaction with students, research, and departmental meetings and events even if they have no formal course assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XIII) or on approved travel.

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. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department chair.

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 chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy.

The chair of the department, in consultation with the vice chair and/or appropriate division director if applicable, 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 conducting their research and other scholarly activity, the chair assigns teaching and departmental service. In making these assignments, the chair must balance the needs of the department with the preferences of the faculty member within the context of the department's policy on faculty duties and responsibilities as outlined below.

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. Faculty members are also expected to advise undergraduate and graduate students and supervise independent studies, 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 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 (http://oaa.osu.edu/governance.html). 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 50% of the effort and that supports his/her lab. 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 of the department. 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 department events.

B. Research Faculty

Within the research faculty, members will be expected to establish and maintain a robust research program focusing on contributions to basic or applied knowledge and practice. Research faculty will be evaluated relative to lesser extend scholarship, but comparable service, and program development, documented in an overall evaluation of accomplishment, as faculty members in the tenure track. For salary recovery and research support engagement, co-investigator roles on grants will be deemed sufficient. Similarly, the development and demonstration of regional, national, or international impact and recognition, as appropriate to the faculty level, will be required. Research faculty may, but may not be required to engage in teaching and student mentorship activities as is appropriate given their performance level, graduate faculty status, and other contributing factors, as determined in consultation with the department chair. Specific expectations are spelled out in the letter of offer. Research faculty members will be evaluated for reappointment as specified in the department and college AP&T documents.

C. Clinical Faculty

Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. For salary recovery and research support, engagement at co-investigator roles on grants or teaching will be deemed sufficient. The record of service could include a variety of commitments at the health system, college, or department level, in support of organizational clinical needs. The records of teaching include new undergraduate or graduate program development, and new curriculum development. By way of example, service may include work as a biostatistician or biomedical informatician in clinical trials, observational studies, quality improvement activities, or basic science research projects. Individuals in this track will be evaluated relative to similar standards of excellence in research, service, and program development, documented in an overall evaluation of accomplishment, as faculty members in the tenure track. Similarly, the development and demonstration of regional, national, or international impact and recognition, as appropriate to the faculty level, will be required. Clinical faculty members may engage in teaching and student mentorship activities as is appropriate given their performance level, graduate faculty status, and other contributing factors, as determined in consultation with the department chair. Specific expectations are spelled out in the letter of offer. Clinical faculty members will be evaluated for reappointment as specified in the department and college AP&T documents.

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.

E. Courtesy Appointments

A courtesy appointment is a non-salaried joint appointment for regular university faculty from another tenure-initiating unit. A courtesy appointment submitted for approval by the college will be made consistent with the department AP&T document, and other relevant policies, procedures, practices, and standards established by the *Rules of the University Faculty*, the Office of Academic Affairs, and the Office of Human Resources. Candidates for such appointments in the Department of Biomedical Informatics are expected to have substantial involvement with the department during their term of appointment, including involvement in activities such as teaching and research. Courtesy appointments will be evaluated annually for renewal. During such an annual review, individuals holding courtesy appointment will be requested to submit a brief summary of their contributions to the mission and vision of the department, for review and consideration by the department chair.

F. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy. The information provided below supplements these policies.

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 department work. The department chair will evaluate all SA proposals and make recommendations to the dean. The chair's 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.

G. Parental Modification of Duties

The Department of Biomedical Informatics 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 parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the college pattern of administration at (http://oaa.osu.edu/governance.html) for details.

The faculty member requesting the modification of duties for childbirth/adoption 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. Course Offerings and Teaching Schedule

The department chair, or his/her designee, will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-17 will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with

routinely high demand will be taught by at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

XI. Allocation of Department Resources

The department chair is responsible for the fiscal and academic health of the department and for assuring that all resources – fiscal, human, and physical – are allocated in a manner that will optimize achievement of department goals.

The chair will discuss the department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the chair.

Research space shall be allocated on the basis of department objectives and research productivity including external funding and will be reallocated periodically as these faculty-specific variables change.

The allocation of office space will include considerations such as achieving proximity of faculty members in thematic areas and productivity and grouping staff functions to maximize efficiency.

The allocation of salary funds is discussed in the Appointments, Promotion and Tenure document.

XII. 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. The information provided below supplements these policies.

A. Discretionary Absence

Faculty are expected to complete a travel request or an Application for Leave form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (See Faculty Rule 3335-5-08).

CME Certification/Meetings

A minimum of five working days should be guaranteed to all faculty members who require CME certification or CME professional meeting time to comply with the regulations governing their recertification.

B. Absence for Medical Reasons

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

C. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45. The information provided below supplements these policies.

D. Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves.

The department chair will review all requests for faculty professional leave and make a recommendation to the dean.

The chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to

accommodate the leave at the time requested.

XIII. Supplemental Compensation and Paid External Consulting

Information regarding supplemental compensation is available from OAA. Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting. 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 supplemental compensation must be approved by the department chair regardless of the source of compensation. External consulting must also be approved by the chair and the College of Medicine. 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 approved supplementally compensated activities and external consulting combined.

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

OAA also requires colleges and departments to specify a process for a faculty member to request permission to use a textbook or other material that is authored by that faculty member and the sale of which results in a royalty being paid to him or her.

XIV. Financial Conflicts of Interest

Information on faculty financial conflicts of interest is presented in the university's Policy on Faculty Financial Conflict of Interest. 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.

XV. Grievance Procedures

Members of the department with grievances should discuss them with the department 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 department chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook.

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 Misconduct

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

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05.

D. Sexual Misconduct

The university's policy and procedures related to sexual misconduct are set forth in the university's policy on non-discrimination, harassment, and sexual misconduct.

E. Student Complaints

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

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct.

F. Code of Student Conduct

In accordance with the Code of Student Conduct, faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.

G. Professional Student Honor Code

In addition to the Code of Student conduct students in professional programs have additional codes of conduct associated with their role as a professional student. These will typically be outlined in the student handbook associated with the professional program of study.