

**Pattern of Administration  
for  
The Ohio State University  
Department of Dermatology**

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## **I Introduction**

This document provides a brief description of the Department of Dermatology (DOD) 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 DOD 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 DOD 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 of Dermatology Mission**

The Department of Dermatology is dedicated to improving patient lives in Ohio and across the nation with innovative clinical care, transformative research, and the education of future leaders committed to service. Our focus is high-quality, personalized care for all individuals, while fostering a supportive environment for our patients, learners, staff, and faculty.

In pursuit of this mission, we are committed to:

- Patients: Delivering exceptional quality in dermatologic care for every individual.
- Students and Trainees: Providing outstanding educational and mentorship opportunities.
- Research: Advancing scholarship and research that changes the standard-of-care for patients with skin disease throughout the world.
- Faculty and Staff: Promoting a positive workplace environment and strengthening our academic community.
- Community: Engaging in community outreach and service programs to expand access to dermatological care and improve health outcomes.

## **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 the DOD includes tenure-track, clinical, and research faculty with compensated FTEs of at least 50% in the DOD, and associated faculty.

The DOD makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of DOD governance.

The DOD makes clinical appointments. Clinical faculty titles are assistant clinical professor, associate clinical professor, and clinical professor. On July 15, 2022, the DOD 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 and research promotion decisions, in accordance with [Faculty Rule 3335-7-11](#). Any clinical faculty member appointed by the department may stand for election to serve as a representative in the University Senate, subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

The DOD makes research appointments. Research faculty titles are research assistant professor, research associate professor, and research professor. On July 15, 2022, the DOD faculty voted to extend governance rights to research faculty. Research faculty may vote in all matters of DOD governance except tenure-track appointment, promotion, and tenure decisions and clinical faculty promotion and reappointment decisions. Research faculty may participate in discussions of research faculty matters, including promotion reviews.

### **Clinical and Research Faculty Appointment Cap**

Clinical departments in the College of Medicine do not have a clinical faculty appointment cap.

Unless otherwise authorized by a majority vote of the tenure-track faculty, research faculty must comprise no more than 20% of the number of tenure-track faculty in the department. In all cases, however, the number of research faculty positions must constitute a minority with respect to the number of tenure-track faculty in the department.

The Department of Dermatology makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, clinical practice titles, lecturer titles, and visiting titles. On July 15, 2022, the DOD faculty voted to extend governance rights to associated faculty, with the exception of visiting faculty. Associated faculty, with the exception of visiting faculty, may vote in all matters of DOD governance except personnel decisions (including appointment, promotion, and tenure reviews). Visiting faculty may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

Emeritus faculty in this DOD are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, 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 DOD is provided in the [Appointments, Promotion and Tenure Document](#).

### **V Organization of DOD Services and Staff**

The DOD is organized into divisions, which represent the various specialties within the discipline of dermatology. Each division constitutes an academic subunit led by a Division Director and is responsible for teaching, research, and patient care related to the specific discipline. Currently, the DOD has three divisions:

- Medical Dermatology
- Surgical Dermatology
- Inpatient Dermatology

The creation or elimination of a division or the transfer of faculty in a specific discipline from one division to another is at the discretion of the Department Chair with approval by the Dean and the Council on Academic Affairs.

The mission areas of the Department are Academic Affairs, Faculty Affairs, Education, Research, Finance, Inpatient and Ambulatory Medicine, and Quality. Divisions as a whole and members of the division as individuals are responsible for contributing to the overall mission of the Department as well as their respective divisional missions.

The Department functions as an academic unit within the College of Medicine through the policies and procedures outlined in this document. The actual practice of medicine, however, is conducted through the FGP/Ohio State University Department of Dermatology. Ohio State University Department of Dermatology is an entity within OSUP which constitutes the clinical practice group of the DOD as mandated by the Faculty Group Practice Plan of the University. Physician faculty who conduct their clinical practice activities through FGP/OSU Department of Dermatology are governed by “The By-Laws of OSU Department of Dermatology”, “Physician Handbook for Clinical Activities” and “Terms and Conditions for Participation in Faculty Group Practice.” All of these documents are available upon request from the Department Chair.

OSU Department of Dermatology serves as the principal source of income to carry out the academic missions of the Department.

## **VI Overview of DOD Administration and Decision-Making**

Policy and program decisions are made in a number of ways: by the DOD faculty as a whole, by standing or special committees of the DOD, or by the DOD Chair. The nature and importance of any individual matter determine how it is addressed. DOD governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision-making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

## **VII DOD Administration**

### **A DOD Chair**

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

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

- To have general administrative responsibility for DOD programs, subject to the approval of the dean of the college, and to conduct the business of the DOD efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review

by the faculty.

- To evaluate faculty members annually in accordance with both university and DOD established criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by their DOD and to place in that file a response to any evaluation, comment, or other material contained in the file.
- After consultation with the eligible faculty, to make recommendations to the dean of the college regarding appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the DOD faculty, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and the DOD's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the DOD's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
- To 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 DOD Chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

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

## **B Other Administrators**

### **Executive Vice Chair of Academic Affairs**

The Executive Vice Chair of Academic Affairs is appointed by the DOD Chair and assists the DOD Chair in all issues of faculty Appointment, Promotion and Tenure, and issues of ethical academic and professional conduct. This appointment serves at the discretion of the DOD Chair for a term of 4 years and is renewable. The Executive Vice Chair of Academic Affairs counsels and assists faculty in their development. All recruitments to the DOD are directly or indirectly under the supervision of the Executive Vice Chair of Academic Affairs who seeks to expand the faculty and academic programs. The Executive Vice Chair of Academic Affairs will also serve as a liaison with the Vice Dean for Faculty Affairs of the College of Medicine. Specific responsibilities include:

- Serve as Chair of the Appointments, Promotion and Tenure Committee.
- Lead faculty discussions and deliberations regarding Appointments, Promotion, and Tenure issues.
- Report to the DOD Chair the results of all faculty Appointments, Promotion and Tenure Decisions.
- Work in close collaboration with all divisions in the recruitment of new faculty to allow appropriate initial faculty appointment coincident with the formal offers to join the DOD.
- Conduct regular individual faculty discussion of career progress and provide advice regarding the attainment of goals leading to appropriate promotion and career advancement. This may also involve review by the Appointments, Promotion, and Tenure Committee and should also include input by the appropriate Division Directors and the Department Chair.
- Discuss faculty concerns regarding Appointment, Promotion and Tenure decisions and aid in resolution of these concerns on behalf of the Department and in accordance with Departmental, College, and Office of Academic Affairs guidelines.
- Review and aid in the mediation of concerns regarding ethical academic and professional conduct.
- Assist the DOD Chair as deemed necessary in any areas constituting the broad context of the academic mission of the Department.

### **Associate Vice Chair of Academic Affairs**

The Associate Vice Chair of Academic Affairs is appointed by and reports to the DOD Chair and, working in collaboration with the Executive Vice Chair of Academic Affairs, assists the DOD Chair in issues related to faculty development, mentorship, culture and wellness. This appointment serves at the discretion of the DOD Chair for a term of 4 years, which is renewable. Specific responsibilities include:

- Seeks to promote established mentorship programs and career development opportunities [such as those available in College's Faculty Advancement, Mentoring, and Engagement (FAME)] in collaboration with the Executive Vice Chair of Academic Affairs for junior and new faculty and senior fellows in the DOD:
  - Serves as a resource to junior faculty and new recruits in the Department for identifying mentorship programs available, establishing and fostering mentorship relationships, monitors progress in mentoring relationships, and achievement of early faculty career goals towards independence.
  - Develops, identifies, and facilitates opportunities for professional and career development and growth for Departmental faculty, seeks out and promotes opportunities for further education, leadership training, and lifelong learning for Departmental faculty
  - Works with departmental fellowship directors to enhance mentorship, career development, and recruitment of senior fellow trainees to academic careers and faculty positions within the Department.
- Seeks to enhance the DOD culture across the missions of clinical care, research and education:
  - Develop strategies to enhance the overarching and day-to-day culture in the Department through inter-Division collaboration across each mission.
  - Promotes established programs and develops new initiatives to maximize physician wellness in the Department.
  - Contributes to strategies in faculty recruitment and in enhancing faculty retention towards workplace-of-choice designation for Departmental members.
  - Supports the Executive Vice Chair of Academic Affairs in serving as a resource for mediation and resolution of conflicts and challenges facing Departmental Faculty.
  - Provides leadership in philanthropy development.
  - Oversees Dermatology alumni relations.



## **Executive Vice Chair of Clinical Operations**

The Executive Vice Chair of Clinical Operations is appointed by the DOD Chair and has the oversight responsibility related to inpatient and outpatient clinical operations including patient safety, quality of care, protocol and practice guideline development and review, faculty and clinical provider recruitment and compensation, and assuring that the education and training of the residents and fellows in clinical research commensurate with their activity and trainees are provided proper supervision in the DOD. This appointment serves at the discretion of the DOD Chair for a term of 4 years and is renewable. The Executive Vice Chair of Clinical Operations will align the department clinical mission with that of the medical center, ensuring high-quality care through the standardization of clinical practice, program implementation, and staff mentoring. Specific responsibilities include:

- Ensure high-quality care through the standardization of clinical practice, program implementation, and staff mentoring.
- Develop and oversee new and existing clinical programs. Seek and encourage operational improvements as required, particularly those impacting clinical workflow.
- Play a major role in clinical faculty and extender recruitment.
- Develop, mentor, and support less experienced physicians.
- Oversee the Divisional physician clinical schedule and staffing and work with clinical operations team to make improvements.
- Monitor compliance of all clinic metrics (Customer Service, Membership, Retention, clinic access etc.).
- Develop liaison relationships with the private community physicians and staff to support and promote safe clinical practices.
- Elevate the department's level of excellence and reputation, both nationally and internationally.
- Maintain professional affiliations and enhance professional growth and development to remain current in the changing healthcare trends as related to management of clinic operations.
- Work with the DOD Chair to actively participate in fund raising efforts.
- Monitor patient satisfaction and clinical outcomes to ensure that the highest level of patient service is being delivered.

## **Vice Chair of Education**

The Vice Chair of Education is appointed by the DOD Chair and is responsible for ensuring the quality and competitiveness of educational programs within the DOD. This role requires participation in both educational program planning and clinical activities planning to ensure seamless integration between the educational and clinical missions of the department. Additionally, it is critical to maintain a national reputation in education to increase the visibility of The Ohio State University educational programs. This appointment serves at the discretion of the DOD for a term of 4 years and is renewable.

Specific responsibilities include:

- Oversight of student educational activities through supervision of the Dermatology Course Directors.
- Direct responsibility (program development, evaluation and residency recruitment) for the Dermatology Residency Program; provides oversight and guidance of the Residency Program Director.
- Oversight of the department's fellowship training programs and their directors to ensure that the fellowship programs offer high quality educational experiences and adhere to regulatory guidelines on both education and work environment. The Vice Chair of Education is supporting the Program Director in oversight of the department's fellowship training programs and their directors.

- Educational oversight and development for faculty, including the design and implementation of programs intended to enhance and document teaching effectiveness, thus facilitating promotion/advancement of the DOD faculty within the university.
- Liaison function with the Vice Chair(s) of clinical activity to ensure that educational programs integrate with clinical activities; with the Vice Chair of Academic Affairs to optimize promotion and tenure opportunities for faculty by documenting teaching effectiveness; and with the Vice Chair of Research to provide opportunities for trainees to participate in scholarly activities.

## **Vice Chair of Research**

The Vice Chair of Research is appointed by the DOD Chair and coordinates a comprehensive research program in the DOD and facilitates the acquisition and maintenance of research grants and papers for the faculty. This appointment serves at the discretion of the DOD Chair for a term of 4 years and is renewable.

Specific responsibilities include:

- Facilitation of expanded growth of programmatic opportunities.
- Serving as an information source to match faculty with similar research interest.
- Expands and extends infrastructure for high-impact research endeavors by creating partnerships with research centers, institutes, and other University and non-University entities.
- Developing and maintaining program for dermatology investigators to facilitate successful grant applications.
- Developing seminars and workshops to stimulate interest in research.
- Meet with the department grants manager on a regular basis to troubleshoot any issues with pre and post awards
- Provision of assistance to faculty, as requested, in the identification of funding sources.
- Determination of research space allocation in the department and assist with the identification and negotiation for new space allocation.
- Serve as a liaison with the College and University Research Offices; serve on appropriate committees as Departmental representative.
- Integrate the Departmental Research programs with the College and University Programs.
- Develop a strategic plan to increase research engagement by residents, post-doctoral fellows, and other trainees.
- Review requests for departmental research funding and present top applications to DOD Chair for funding approval
- Integrate research opportunities with the OSU Center for Clinical and Translational Science (CCTS).
- Act as the DOD Chair's delegate in research matters as needed
- Collaborates with the College of Medicine Vice Dean for Research in all aspects of the growth and development of the DOD research programs.
- Guide and facilitate the development of basic sciences within the DOD and increase the number of funded basic science projects.
- Identifying opportunities for collaborations between physician/clinician scientists and basic scientists both within the DOD and in departments and colleges outside the DOD and the College of Medicine. These collaborations are expected to result in new funded programs of research.
- Participate in the design and implementation of the departmental research strategic plan and assist each division with its own research strategic plan.
- Identify opportunities for the development of large programmatic grants that consist of cross-disciplinary collaborations across the DOD, College of Medicine and University.
- Identify opportunities for which researchers in the DOD may increase research funding through

service as core facilities for large multisite grants.

- Will be expected to attend Vice Chair meetings of the DOD and will be a member of the Board of Managers.

### **Director of Quality**

The Director of Quality is appointed by the DOD Chair and is responsible for strategic planning and execution of plans to enhance the quality of clinical care delivered to patients by the DOD.

Specific responsibilities include:

- Establish a team of division specific experts to develop quality initiatives for each subspecialty as well as for the dermatologists both in ambulatory as well as the inpatient settings.
- Conduct review meetings each month to guarantee that high-quality care is being delivered to patients in the DOD.
- Examine individual patient encounters that have been identified as concerning compared to the standard of practice, and to recommend action that will be needed to improve care in the future.
- Report to the Chief Quality Officer of the WMC to ensure that monitoring of appropriate benchmarks is being followed and to ensure that the highest quality of care is being delivered.
- Communicate with the Chief Quality Officer to ensure that alignment of goals between the Department and the WMC are being addressed.
  - Work with the Executive Vice Chair of Clinical Operation to develop and execute a strategic plan to enhance the quality of clinical care delivered to patients by the DOD.
  - Collaborate with the WMC Chief Quality Officer to ensure the DOD quality goals and processes are in alignment with those of the WMC.
  - Develop strategies to review event reports and quality events occurring within the DOD.
  - Attend sentinel event meetings on behalf of the DOD Chair.
  - Work with DOD Chair and Chief Quality Officer to develop faculty remediation plans as necessary.

### **Director of Wellness**

The Director of Wellness is appointed by the DOD Chair and is responsible for strategic planning and execution of plans to enhance the wellness of faculty and staff within the DOD. In this capacity, the Director of Wellness will:

- Develop a comprehensive, systematic, and sustained program that includes resilience skills, behaviors and attitudes that demonstrate physical, emotional, and professional well-being, and promotes peer support and self-compassion so faculty and staff are better equipped to carry out the job duties.
- Well-designed interventions to counter burnout and improve faculty and staff sense of fulfillment and well-being, reduce emotional exhaustion, loss of meaning in work or a sense of ineffectiveness and a lack of engagement with the workplace
- Analyze programs carefully and completely before they are implemented. Evaluate programs success by tracking their effectiveness and improve or change them when necessary. Create a fiscally responsible strategy for implementing programs and developing self-care as a professional core competency.
- Develop scalable, affordable, and evidence-based approach to inform individual and institutional well-being initiatives.
- Create a variety of wellness opportunities (i.e. wellness course catalog, wellness rounds, literature dissemination, orientation wellness talk, engagement groups, etc.
- Promote the DOD culture of wellness, caring, support, appreciation and teamwork along with a sense of community.

- Link well-being to key College of Medicine and Medical Center objectives and create department level interventions.
- Promote innovative research focused on physician well-being. Facilitate evidence-based approaches to inform departmental and institutional well-being initiatives.
- Provide a validated self-calibration tool with links to resources to promote self-care.
- Provide monthly updates to leadership and DOD faculty and staff on the progress of program initiatives.

## **Division Directors**

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

- Has general administrative responsibility for division, subject to the approval of the DOD Chair, and to conduct the business of the division efficiently. This broad responsibility includes the effective and sound administration of divisional finances and supervision of faculty and staff.
- Is an active participant in faculty development, providing counsel and mentoring and protecting faculty time from excessive administrative or clinical responsibilities.
- Approves and finalizes all faculty work assignments and distributions of professional effort. This includes clinical service, teaching assignments, administrative responsibilities, and distribution of scholarly and research effort. The Division Director's assignments are final. Faculty members who disagree with these assignments should first discuss with the Division Director and may then consult with the Executive Vice Chair for Academic Affairs who may initiate further mediation at the Divisional or Departmental level.
- Develops a program of state-of-the-art clinical care, ensures reasonably prompt access to division's in-patient and ambulatory care services and takes appropriate action to correct any deficiencies.
- Provides leadership and fosters an environment that supports research such that a reasonable number of grants are submitted to local, state and national funding agencies, seeks a progression in the research program towards a greater percentage of peer-reviewed research.
- Participates in and supports departmental educational programs and initiatives, develops a fellowship training program that meets standards established by the American Board of Dermatology for subspecialty Boards
- Is an active leader in departmental activities, including support and attendance at Dermatology Grand Rounds, faculty meetings, department leadership meetings, appointments, promotion and tenure meetings and other major departmental activities.
- Is active in national organizations related to their specialty, publishes in national journals and books on a regular bases, encourages division faculty to a high level of scholarly productivity.
- Evaluates faculty members annually in accordance with both University and department established criteria; informs faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.

## **C Committees**

Much of the development and implementation of the DOD's policies and programs is carried out by standing and ad hoc committees. The DOD Chair is an ex officio member of all DOD committees and

may vote as a member on all committees except the Committee of Eligible Faculty and the Appointments, Promotion and Tenure Committee.

Standing committees for the department include the following:

#### **Appointments, Promotion, and Tenure Committee**

**Members:** The Appointments, Promotion and Tenure Committee membership assists the eligible faculty in managing the personnel and promotion and tenure issues. The committee consists of a total of seven (7) members, 1 tenured professor, 1 non-probationary clinical professor, 2 tenured associate professors, and 3 non-probationary associate clinical professors. The committee's chair is the Executive Vice Chair of Academic Affairs. Members are appointed by the DOD Chair. When considering cases involving research faculty the Appointments, Promotion and Tenure Committee may be augmented by a non-probationary research faculty member. When considering cases involving associated faculty the Appointments, Promotion and Tenure Committee may be augmented by a non-probationary associated faculty member.

**Charge:** Oversee all aspects of the appointment, promotion and tenure process for Departmental faculty as well as the Department's adherence to College of Medicine policies. See the Department of Dermatology Appointment, Promotion, and Tenure Document for specifics of committee responsibilities and activities.

**Term:** Committee members are appointed by the DOD Chair for a three-year term with reappointment possible. Appointments will be staggered.

#### **Department Leadership Committee**

**Members:** This committee is led by the DOD Chair. Members include current Division Directors, Department Administrators, Division Administrators, Vice Chairs and the Department Finance Manager.

**Charge:** Oversee general functioning of the Department; represent the interests and concerns of their division's faculty.

**Term:** No term limit. Division Director's reappointment is reviewed annually.

#### **Faculty Council, Representatives (COM)**

**Members:** Elected by an open vote of all members of the clinical and tenure-track faculty. One regular representative is elected along with one alternate who serves in their absence.

**Charge:** Represent Departmental faculty on the College of Medicine Faculty Council; report salient issues to the DOD Chair; present issues to the faculty at Departmental Faculty Meetings.

**Term:** Each representative is elected to a three-year term limit.

#### **Finance Committee**

**Members:** Chaired by Senior Department Administrator. Members include the Finance Manager, Division Directors (or one faculty member appointed by each division director), and 2 at large members.

**Charge:** Review financial activity and make recommendations to the DOD Chair regarding financial issues relating to the Department.

**Term:** Chair has no term limit. At-large members are nominated and voted on by faculty for a two-year term. Division directors are automatic members.

#### **Residency Program Clinical Competency Committee**

**Members:** The Residency Program Director is the chair of this committee. Members are Dermatology Residency Associate Program Director, divisional core liaisons to the residency, program coordinator, and three additional faculty members appointed by the department chair.

**Charge:** Evaluate residents on the Accreditation Council for Graduate Medical Education (ACGME) sub-competencies twice annually. Maintain and update residency curriculum and provide residency

education-related faculty development to their assigned divisions. This committee meets four times a year.

Term: No term limit.

### **Residency Selection Committee**

Members: The Residency Program Director is the chair of this committee. At least six faculty members that are selected by Residency Program Director and the DOD Chair.

Charge: Meet annually within one month of resident interviews to rank the resident candidates. Review all data collected on interviewed candidates, individually rate each candidate's qualifications, and participate in the department's rank order meeting.

Term: No term limit.

## **VIII Faculty Meetings**

The DOD Chair will provide to the faculty a schedule of DOD faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the DOD faculty will also be scheduled on written request of 25% of the faculty. The DOD Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The DOD Chair will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

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

For purposes of discussing DOD business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote.

Either the DOD 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 DOD Chair will necessarily make the final decision. The DOD 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 DOD 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 1.4.3).

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

During on-duty periods, faculty members are expected to be available for interaction with students, research, and DOD meetings and events even if they have no formal course assignment. Office hours are at the discretion of individual faculty members, and given the wide array of teaching roles, a policy for uniform hours is not feasible. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XII) or on approved travel.

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 DOD 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 DOD 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 DOD 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 DOD Chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA [Policy on Faculty Conflict of Commitment](#).

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 DOD Chair 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**

Faculty members are 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 DOD, 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 DOD 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 DOD. 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 DOD'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 provides a portion of salary support for themselves and covers their students/staff. Faculty members are also expected to seek appropriate opportunities to obtain patents and/or other commercial activities, consistent with their specific area of expertise, stemming from their research. Details about expected productivity can be found in the Appointments, Promotion, and Tenure Document.

### **Service**

Faculty members are expected to be engaged in service and outreach to the DOD, university, profession, and community. Typically, this will include service on one committee within the DOD 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 DOD, college, or university).

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

## **B Clinical Faculty**

The DOD uses the title clinical faculty. These appointments exist for faculty members who focus principally on the clinical needs of the DOD. Clinical faculty members are expected to contribute to the DOD's research and education missions, as reflected by participation in graduate program development and teaching. Clinical faculty members are expected to contribute to the university's mission via teaching and clinical service, and scholarship. Service expectations are similar to those for the tenure-track. Specific criteria are defined in the department's [Appointments, 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 DOD'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 and uncompensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments. Associated faculty do vote on departmental governance issues but not on tenure-track appointment, promotion, and tenure decisions and clinical and research faculty appointment and promotion decisions.

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 or clinical faculty members, as relevant to the candidate, except that service is not required.

## **E Modification of Duties**

The DOD strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the DOD 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.

A faculty member requesting the modification of duties for childbirth/adoption/fostering and the DOD 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. See the OHR [Parental Care Guidebook](#) for additional details.

See also Parental Leave Policy in Section XII.

## **X Teaching Schedule**

The DOD Chair will annually develop a teaching schedule in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the DOD's first obligation is to offer the teaching instruction needed by students at times and in formats, including on-line instruction, most likely to meet student needs.

## **XI Allocation of DOD Resources**

The DOD Chair is responsible for the fiscal and academic health of the DOD and for assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of unit goals.

The DOD Chair will discuss the DOD 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 DOD Chair.

Research space shall be allocated on the basis of 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 in subdisciplines and productivity and grouping staff functions to maximize efficiency.

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

The DOD will provide support as specified in the faculty's Letter of Offer for continuing medical education, books and travel. The amount is prorated based on FTE.

## **XII Leaves and Absences**

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](#)). 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 a [request for absence 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 DOD 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](#)).

### **B Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence form](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the DOD 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](http://www.hr.osu.edu/policy/index.aspx). <http://www.hr.osu.edu/policy/index.aspx>

## **D Faculty Professional Leave (FPL)**

Information on faculty professional leave (a sabbatical) is presented in the OAA [Policy on Faculty Professional Leave](#).

The DOD 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 DOD and to the faculty member as well as the ability of the DOD to accommodate the leave at the time requested.

## **E Parental Leave**

The university, the college, and this DOD recognize the importance of parental leave to faculty members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off Program [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

## **XIII Supplemental Compensation and Paid External Consulting**

Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#). The information provided below supplements these policies.

The DOD adheres to these policies in every respect. In particular, the DOD 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 DOD Chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the DOD. 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, vice/associate/assistant dean, center director) remain subject to the Policy on Faculty Paid External Consulting 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 DOD 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 them, such textbook or material may be required for a course by the faculty member only if (1) the DOD Chair and 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 DOD 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.

## **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 DOD with grievances should discuss them with the DOD 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 their salary is inappropriately low should discuss the matter with the DOD 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 DOD Chair and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

### **B Faculty Promotion and Tenure Appeals**

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

### **C 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 DOD 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.

## **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.

1. Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's [policy on equal employment opportunity](#).
2. Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's [policy on nondiscrimination, harassment, and sexual misconduct](#).

## **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**

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 DOD Chair, the DOD Chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the DOD 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 DOD 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. See Faculty Rule [3335-8-23](#).

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 DOD Chair 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 Department of Dermatology Vice-Chair for Academic Affairs, who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the DOD's 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 DOD Chair. If the student is not satisfied with the response from the DOD Chair, the student may seek further review through the Vice Dean of Education.