Pattern of Administration
for
The Ohio State University
Department of Emergency Medicine

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I Introduction

This document provides a brief description of the Department of Emergency Medicine 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 must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. In keeping with Faculty Rule 3335-3-35(C)(2), within the first year of their appointment or reappointment, the department chair shall review the Pattern of Administration in consultation with the faculty. Any revisions shall be made with broad faculty input, obtained in a manner consistent with the department's established practices and procedures which include notification of the faculty of the upcoming revision and query for input on suggested changes. This is followed by review of the document and proposal of changes by the Chair in consultation with the Vice Chairs and accounting for initial faculty input. Proposed revisions will then be presented to the faculty for review and a vote with the opportunity for the faculty to make additional suggest revisions.. At other times, revisions may be proposed by the department chair or recommended to the chair by departmental committees or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

II Department Mission

OSU Department of Emergency Medicine **Vision Statement**: Transforming Emergency Medicine Through Innovation

The four-fold **mission** of the Department of Emergency Medicine at The Ohio State University College of Medicine is:

1. To provide innovative, efficient, safe and compassionate patient care to patients presenting to The Ohio State University Hospital Emergency Departments and advanced urgent cares.

2. To be a leader in the education of medical students, residents and fellows in emergency medical care.

3. To perform cutting edge research and scholarly investigation to identify the causes, treatments, and prevention of emergency medical conditions.

4. To promote faculty development and excellence.

All faculty members are expected to participate in and contribute to the teaching, service, and/or research goals of the department in a manner that is consistent with the nature of their faculty appointment. Faculty members on the Tenure Track are expected to have responsibilities in all aspects of the academic mission, and are expected to have a relative emphasis of their efforts on research or other scholarly accomplishments. Clinical faculty are also expected to have responsibilities in all aspects of the academic mission, with

primary emphasis dependent on their Clinical Pathway (i.e. Clinical Excellence, Clinician Educator, or Clinician Scholar). The department strives to enhance the quality of its endeavors by fostering the development and improvement of the faculty members.

III Academic Rights and Responsibilities

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

IV Faculty and Voting Rights

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

The Department of Emergency Medicine makes tenure track, clinical faculty, and research faculty appointments.

Tenure track titles are Instructor, Assistant Professor, Associate Professor with Tenure, Associate Professor in Advance of Tenure, Professor with Tenure. Tenure track faculty may vote in all matters of department governance.

Clinical faculty titles are Clinical Instructor, Assistant Clinical Professor, Associate Clinical Professor, and Clinical Professor. Clinical faculty may vote in all matters of department governance except tenure track faculty promotion and tenure decisions and research faculty reappointment or promotion decisions. 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).

Research faculty titles are Research Assistant Professor, Research Associate Professor, and Research Professor. Research faculty may vote in all matters of department governance except tenure track faculty promotion and tenure decisions and clinical faculty reappointment or promotion decisions.

A Clinical Faculty Appointment Cap

This department's appointment cap on clinical practice faculty in relation to the total of tenure-track, clinical and research faculty is established in the college pattern of administration. In accordance with Faculty Rule 3335-7-03, the Department of Emergency Medicine, as a clinical department within the College of Medicine, has no cap on clinical faculty.

B Research Faculty Appointment Cap

In accordance with Faculty Rule 3335-7-32, unless otherwise authorized by a majority vote of the tenure-track faculty in a department, 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 unit.

The Department of Emergency Medicine 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. Those on associated faculty titles may not vote at any level of governance and may not participate in promotion and tenure matters. Associated faculty appointments are for one to three years. Associated faculty titles and categories are further described in the department appointments, promotion, and tenure document.

Emeritus faculty in this department 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.

The department recognizes courtesy appointments that are made upon approval of the department chairs of the involved departments. A non-salaried appointment for a tenure-track, clinical, or research faculty member from another TIU is considered a Courtesy appointment with a 0% FTE. An individual with an appointment in one department may request a Courtesy appointment in another department when that faculty member's scholarly and academic activity overlaps significantly with the discipline represented by the second unit.

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 is led by the Department Chair whose term length is set by the College of Medicine, currently 4 years. In addition, there are five Vice Chairs: Vice Chair of Research, Vice Chair of Education, Vice Chair of Clinical Affairs, Vice Chair of Academic Affairs, and Vice Chair for Community Health Access and Engagement. Vice Chairs are appointed by the Department Chair. The Department Chair reviews the Vice Chairs for reappointment annually as part of their annual faculty review. The Department Chair may replace a Vice Chair at any time if they are not meeting expectations.

The department also has a Division Director of Ultrasound and a Division Director of Basic and Translational Sciences, appointed by the Department Chair. The Department Chair reviews the division directors for reappointment annually as part of their annual faculty review. The Department Chair may replace a Division Director at any time if they are not meeting expectations.

Vice Chairs and Division Directors serve 4-year terms that are renewable.

A Department Administrator has overall responsibility for the support staff and business/administrative functions of the department, working very closely with the Department Chair.

VI Overview of Department Decision-Making

Policy and program decisions are made in a number of ways: by the department faculty as a whole, by standing or special committees of the department, by the OSU Physicians Emergency Medicine LLC board, by the Vice Chairs or Division Directors, or by the department chair. The nature and importance of any individual matter determine how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making should be. Open discussions, both formal and informal, constitute the primary means of informing decisions of central importance.

VII Department Administration

A Department Chair

The primary responsibilities of the department chair are set forth in Faculty Rule 3335-3-35. This rule requires the department 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 department 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 department chair, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- To uphold expectations of the Leadership Philosophy:
  - Uphold Ohio State's Shared Values and engender trust through words and actions.
  - Care for people and create conditions for well-being and productivity.
  - Set clear direction and goals for their teams and align to the mission of the department.
  - Solve problems and support their teams to adapt to changing contexts.
  - Drive cross-functional collaborations to advance goals of the department.
  - Demonstrate commitment to continuous growth for themselves and their teams.

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department 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 assign workload according to the department's workload guidelines (see Section IX) and faculty appointment type (and rank).

- 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 department 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 department 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 department faculty, in accordance with procedures set forth in Faculty Rules 3335-6 and 3335-7 and this department'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 appointment type and 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 department'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 department administrator and finance manager, 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 department chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

Operational efficiency requires that the department chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, are most successful when faculty members participate in discussing matters of importance. The Department Chair will therefore generally consult with faculty on significant educational and academic policy issues. The Department Chair

will determine, in consultation with department leaders, what matters will be voted upon by the faculty based upon several factors including, but not limited to, the nature of the matter, need for a timely decision, and expertise of the faculty in the particular area. Decisions voted upon by the faculty will generally respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the department chair will explain to the faculty the reasons for the departure.

B Other Administrators

- **Vice Chairs:** Each Vice Chair has a duties and responsibilities document specific to their mission area. The document will be reviewed with the department chair at least annually. The Vice Chairs advise the Department Chair on matters of general departmental interest and areas pertinent to their individual missions. The Vice Chairs have responsibility for the management and successful attainment of goals, for faculty support, and for mission success in their respective mission areas.

- **Department Administrator:** The Chief Administrative Officer is responsible for financial oversight of the department, oversight of department administrative staff, and other institutional requirements as needed for the proper functioning of the Department (e.g., hiring, contracting, etc.).

- **Medical Directors:** The medical directors of the University Hospital Emergency Department and East Emergency Department are appointed by the Chief Medical Officer of the health system in consultation with the Department Chair. From time to time as clinical operations change, other medical director positions may be created by the Chief Medical officer of the health system in consultation with the Department Chair. Medical directors have direct responsibility for clinical operations to both the Chief Medical Officer of The Ohio State University Wexner Medical Center as well as the department chair. They are responsible for ensuring safe, effective, quality care as well as collaborating with the integration of the educational mission with the clinical mission. Medical directors may be assisted by Associate and/or Assistant medical directors in their various areas, also appointed by the chief medical officer of the health system in consultation with the department chair. All medical directors (full, associate, and assistant) serve one-year terms which are renewable. Performance is reviewed annually by the Chief Medical Officer of the health system in consultation with the department chair.

- **Finance Manager:** The finance manager is responsible for overseeing both the finances of the practice plan (OSUP) as well as the College of Medicine portion of Department funds, creating budgets, monitoring financial reports provided by the College of Medicine and OSUP, ensuring relevant financial rules are followed, and managing funds flow between practice plan and College of Medicine accounts.

- **Emergency Medicine LLC Board of Directors**: This Board consists of twelve (12) members, a combination of appointed positions and elected representatives. Elected representatives serve for 2 years and can be reelected to a second two-year

term. The Emergency Medicine LLC Board of Directors will in general consider and discuss policies related to financial matters, budgets, and other matters affecting OSU EM, LLC.

C Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The Department Chair is an ex officio member of all department committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee.

Ad hoc committees are formed at the direction of the Department Chair in consultation with Vice Chairs to address issues that may arise of importance to the department and/or the faculty. The Department Chair will appoint one or more committee co-chairs. Committee membership will vary depending on the goal of the committee and will be for the duration of the committee's work. Depending on the nature of the committee the Department Chair may make direct appointments, solicit nominations, or conduct an election for committee membership among the faculty.

Standing department committees include the Finance Committee under the direction of Emergency Medicine LLC, the Promotion and Tenure Committee, the Recruitment Committee, the Education Faculty Committee, and the Community Engagement Committee. The following describes the formation and governance of each of these committees:

Finance Committee: The Finance Committee meets monthly and has standing members composed of 1) Department Chair 2) Department Administrator 3) Finance Manager and 4) other faculty as assigned by the Chair. Faculty members are renewed annually. The committee has no set number of other faculty as assigned. The Committee is chaired by the Department Chair or designee. The Committee reviews department financial statements, holds discussions with OSUP and College of Medicine finance personnel, and advises the Chair on issues and strategies related to financial health of the department. Finance Committee meetings are open to all faculty to attend.

Promotion & Tenure (P&T) Committee – P&T Committee members conduct the promotion and tenure process and make recommendations to the Department Chair on faculty appointment, reappointment, promotion and tenure activities. Given the highly clinical leaning of the department, the committee consists of >=2 clinical professors, >=2 clinical associate professors, and at least 1 tenure track faculty (when eligible tenure track faculty exists at the associate or professor level). The committee's members are appointed by the Department Chair. The term of service is three years, with reappointment possible.

When considering cases involving tenure track faculty, the committee may be augmented by additional faculty from within or outside the department at the Associate Professor with tenure or Professor with tenure level.

When considering cases involving research faculty the Promotion and Tenure Committee may be augmented by a non-probationary research faculty member at the research associate professor or research professor level.

Within all the above appointment types, promotions to the rank of professor may be considered only by those Promotion and Tenure Committee members at the rank of professor.

When considering cases involving associated faculty the Promotion and Tenure Committee may be augmented by a non-probationary associated faculty member (not including visiting faculty) above the rank of the candidate. The P&T committee is led by the Vice Chair for Academic Affairs.

Recruitment Committee: The committee consists of, at a minimum, representation from each Clinical Pathway (Educator, Scholar, Clinical Excellence) and the Tenure Track. Members are appointed annually by the Department Chair to represent perspectives from primary clinical practice site and mission-based interests. There is no set number of members. The Committee is co-chaired by the Department Chair and one or two additional designees appointed by the Chair. All committee members must annually attest that they have completed institutionally mandated training and are compliant with the SHIFT framework and processes. Committee members will be screened by the co-chairs of the committee in regard to willingness to serve and agree to confidentiality of all search committee discussions, as well as being screened for a commitment of sufficient time to take part in the longitudinal activities of the committee. Frequency of meeting varies with recruiting needs of the Department and timing of identification of eligible candidates. The committee will be led by 2-3 co-chairs appointed by the Department Chair.

Education Faculty Committee: The committee is led by the Vice Chair of Education and has standing representation with all residency program directors, medical student education leaders, and core education faculty representation appointed by the Chair. The Committee meets monthly and coordinates general education initiatives for the department. There is no set number of members or length of term for this committee.

Community Engagement Committee: The committee is led by the Vice Chair for Community Health Access and Engagement and is composed of faculty, staff and resident members. Selection of the committee is by the Department Chair for faculty and staff members, and by nomination for resident members. The committee meets monthly and is responsible for fostering meaningful partnerships with local health organizations; promoting community health education; and facilitating faculty, staff, and learner participation in community engagement activities. There is no set number of members or length of term for this committee.

VIII Faculty Meetings

The Department Chair will provide to the faculty a schedule of department 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. There will be a standing call for

agenda items and a completed agenda will be delivered to faculty by e-mail before a scheduled meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the faculty. The Department Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The Department Chair will distribute minutes of faculty meetings to faculty by e-mail prior to the next meeting when 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 department's Appointments, Promotion and Tenure Document.

For those items brought to the faculty meeting for a vote other than personnel matters, a quorum will be defined as a simple majority of all faculty members eligible to vote and present at the faculty meeting.

Either the Department Chair or one-third of all faculty members eligible to vote and present 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 may 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 at least 72 hours 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 Department Chair will necessarily make the final decision. When a departure from majority rule is judged to be necessary, the Department Chair will explain to the faculty the reasons for the departure.

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, Responsibilities, and Workload

Initial faculty assignments are described in the initial letter of offer. The allocation of time and effort for each department faculty member is primarily determined by their assigned AP&T category (although it remains largely independent of academic rank), department needs, faculty performance, faculty funding, and other relevant factors. Assignments and expectations may change at any time depending on department needs, faculty performance, faculty funding and other relevant factors. Assignments and expectations for the upcoming year are addressed as part of the annual performance and merit review by the Department Chair.

The Department of Emergency Medicine is committed to the professional development and success of all members of its faculty. All members of the faculty are expected to maintain a collegial and professional manner at all times and to follow the standards of professional

behavior described by the rules and policies of OSU, OSU College of Medicine, and the department.

During on-duty periods, faculty members are expected to be available for scheduled: clinical shifts; interaction with fellows, residents, and students; research obligations, and department meetings and events as applicable to the individual faculty member's scope of duties as assigned by the Department Chair. On-duty periods for faculty include those times when they are scheduled to work clinically or otherwise have scheduled education, research, or administrative duties based upon their duties as assigned by the Department Chair. All faculty members are expected to attend department meetings. On-duty faculty members should not be unavailable or away from campus for extended periods of time (>=10 days) unless on an approved leave (see section XII), on approved travel, or on personal vacation approved by the Department Chair.

Telework Exception: Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the Department Chair if such work can be performed effectively and faculty members are able to fulfill their responsibilities. The Department Chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant 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 (e.g., 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 university's Policy on Outside Activities and Conflicts.

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties, responsibilities, and workload may be adjusted by the Chair to take into account the impact over time of the crisis. These assignment changes must be considered in annual reviews.

Table: Approximate effort by AP&T appointment type in the Department of Emergency Medicine*

Faculty type	Teaching/ mentoring	Research/ scholarship	Clinical service/ clinical administration	Service
Tenure track faculty without clinical degrees	5-50%	30-100%	0%	5-20%
Tenure track faculty with clinical degrees	5-40%	30-85%	15-75%	5-20%
Clinician Educator Pathway faculty	20-60%	0-50%	25-85%	5-20%

Clinician Scholar Pathway faculty	5-40%	20-85%	25-85%	5-20%
Clinical Excellence Pathway faculty	5-40%	0-20%	60-100%	5-20%
Associated faculty	5-100%, as per contract	0-95%,	0% to 95%	0-20%
Research faculty	5-10%	90—95%	0%	5-10%

**Percentages given in the table may vary based on faculty needs/preferences, department needs, available funding, or other relevant factors.*

Elements of unit faculty workload guidelines

- **Course load expectations.** Not applicable to emergency medicine faculty *with significant clinical responsibilities* (ie: clinical degrees). For tenure track faculty *without significant clinical responsibilities* (ie: PhD, non-clinical degrees) course load expectation varies with degree of research funding obtained, as well as ongoing startup package and other salary support. They should participate in sufficient teaching to meet the requirements of supporting their salary as called for in their individual contract.
- **Research expectations.** Dedicated research time for faculty with clinical responsibilities is created through reduction of clinical service requirements. Such reduction can be obtained through obtaining external funding, startup or retention packages, and/or provided at the discretion of the department chair. Department chair discretion will be exercised based upon likelihood to obtain future external funding, quality and productivity of scholarship, past success, and importance of the research to the department. Faculty without clinical responsibilities have greater research expectations.
- **Service expectations.** Service expectations vary greatly among faculty members based upon their track/pathway, career path, rank, other duties, funding, and type of service provided. Service is broadly defined and includes service to the department, institution, specialty, and community. Each faculty member's service performance and expectations will be reviewed at least annually. Service is not a replacement for workload expectations of clinical work, teaching and/or research.
- **Faculty with clinical responsibilities.** Clinical faculty and tenure track faculty with clinical responsibilities provide teaching at the bedside to medical students, residents, and fellows when such learners are present in the clinical environment. Certain faculty receive clinical shift reduction in order to provide additional significant teaching including didactics, mentoring, and research with medical students and residents. The source of such funds may vary and include the department, the institution, and other external sources. Departmental expectations for the amount of such teaching will generally be proportional to the amount of clinical relief received by the faculty member. However, it is recognized that additional effort may be required in order to meet the department's teaching responsibilities.
- **Joint appointment.** Faculty workload assignments for faculty with joint appointments (e.g., in other academic TIU or centers and institutes) will be proportional to the assigned FTE in the respective units. A memorandum of understanding (MOU) will be created by the department and the other academic unit(s) creating the joint appointment. The MOU will clearly define distribution of the faculty member's time commitment to the department and the other unit(s), the sources of compensation directed to the faculty

member, distribution of resources, the planned acknowledgement of the academic units on manuscripts, the manner in which credit for grant funding will be attributed to the department and the other unit(s) and the distribution of grant funds among the appointing units.

- **Unit or other administration.** Assumption of significant administrative responsibilities within or outside the department may result in reduction of clinical duties. The amount of reduction is dependent on the scope of the administrative responsibilities, available funds, importance to the department, and other relevant factors. Reduction for administrative roles outside of the department generally require identified funding sources. Such roles within the department will have a scope of work document created and agreed to by the chair and faculty member.
- **Clinical work.** Contributions to patient care in a clinical setting, with or without the engagement of learners, requires reduction of expectations for teaching outside of bedside teaching (teaching concurrent with clinical work), research and creative activities, and/or service. The reduction may be dependent on the scope and frequency of clinical patient care responsibilities and other relevant factors.
- **New and early-career faculty.** Assignments for new and/or early-career faculty members may take into consideration their need to develop or teach new educational activities, to begin or establish a research program, or other factors to become established in their roles. Such considerations will be clearly outlined to the faculty member.
- **Time interval.** Faculty workload will be evaluated at least on an annual basis. Individual workload will be discussed at least annually during the annual review process.
- **Workload adjustments.** Faculty voluntary expression of a desire to change or rebalance workload will result in a discussion with the chair who makes the final decision. In some cases, workload adjustments may be made by the chair in response to faculty performance, department needs, or funding flows. Factors to be considered when determining acceptability of workload changes include, but are not limited to, faculty desire, faculty performance, department need, department budgets, and institutional need.
- **Complaint mechanism:** Faculty members questioning assigned duties should first seek to resolve the matter with the chair. If the matter cannot be resolved, the complaint should be reviewed by the dean.

A Tenure-track Faculty

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

Teaching

Tenure Track Faculty **without Significant clinical responsibilities** are expected to contribute to the department's teaching. This may include participating in courses for graduate or undergraduate students (both individual and team-taught), individual instruction (e.g., academic advising or supervision of independent study, thesis and dissertation work) and accepting participation of graduate and undergraduate students in their research

program/lab. For tenure-track faculty without significant clinical responsibilities, the standard teaching assignment may vary 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.

Tenure-track faculty **with significant clinical responsibilities** will participate in bedside teaching of fellows, residents, and medical students during clinical shifts. They are also expected to advise junior faculty, fellows, residents, and medical students. They may supervise research work of learners or junior faculty. Clinical release time for significant teaching assignments for residents and medical students outside of clinical bedside teaching may be awarded at the discretion of the department Chair based on department needs, faculty request, availability of funding, and chair approval.

Tenure track faculty will receive written evaluations of their teaching at least annually. Methods of evaluation may include course reviews, lecture evaluations, bedside teaching evaluations by residents and/or medical students, and peer evaluation by other faculty members. Results will be reviewed with the chair during the annual meeting.

The Department Chair is responsible for making teaching assignments on an annual basis and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's Appointments, Promotion, and Tenure Document. Over a four-year rolling period a faculty member who is actively engaged in scholarship will be expected to regularly submit grants for and obtain external funding, publish regularly in high quality peer-reviewed journals as well as in other appropriate venues. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research. Scholarship workload requirements are based upon the individual faculty member's requirements as set forth in the department AP&T document. Workload expectations vary based on rank as well as presence of a clinical degree. Scholarship workload is less for tenure track faculty with clinical degrees approximately in proportion to their clinical workload requirements.

Service

Tenure track faculty members are expected to be engaged in service and outreach to the department, university, profession, and/or community. The nature of such service will depend on the faculty member's expertise, rank, interests, and other duties as well as

department needs. Service loads will be discussed during annual performance and merit reviews.

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

When heavy service obligations are primarily volunteer in nature, the Chair is not obligated to modify the service load of the faculty member (reduce clinical, teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter and considered when distributing the faculty member's other duties. The Chair should also consider this additional service burden in managing equity of service loads among faculty.

Base clinical service for tenure track faculty with clinical degrees will initially be described in the faculty member's contract and revised/updated at least annually.

Clinical service hours may be decreased if alternative funding streams for faculty salary are identified or at the discretion of the Department Chair, generally to perform specific departmental service duties. Conversely, base clinical service may be increased at the discretion of the Department Chair if alternative funding is lost, performance of alternative duties is considered suboptimal, or department funding is reallocated.

B Clinical Faculty

The Department of Emergency Medicine appoints clinical faculty on clinical excellence, clinician educator, and clinician scholar pathways. These appointments exist for faculty members who focus principally on the clinical, education, or scholarship needs of the department respectively.

All clinical faculty provide clinical service. Faculty performance in clinical service will be reviewed at least annually and will include hours worked, productivity, patient satisfaction, clinical quality metrics, learner evaluations, and citizenship.

All clinical faculty engage in bedside teaching while providing clinical service. They will receive written evaluations of their teaching at least annually. Methods of evaluation may include course reviews, lecture evaluations, bedside teaching evaluations by residents, fellows, and/or medical students, and peer evaluation by other faculty members. Results will be reviewed with the chair during the annual meeting.

All clinical faculty are expected to be engaged in service and outreach to the department, university, profession, and/or community. The nature of such service will depend on the faculty member's expertise, rank, track, interests, and other duties as well as department needs. Service loads will be discussed during annual performance and merit reviews.

Clinical faculty on the clinical excellence pathway are expected to spend the majority (>80%) of their time providing clinical service and/or clinical administrative leadership. The

expectation includes excellent patient care as well as providing excellent bedside teaching for learners in the clinical environment including residents and medical students. Clinical excellence pathway faculty do not have scholarship requirements.

Clinical faculty on the clinician educator pathway are expected to provide substantial educational service in addition to required clinical service. Such faculty will usually work a decreased clinical schedule in order toto provide time for additional educational activities including, but not limited to, bedside teaching, didactic teaching, teaching administration, mentoring and advising, and conducting collaborative research with learners. Faculty may work with residents, medical students, fellows, or other learners. Clinical release time for significant teaching assignments for residents and medical students outside of clinical bedside teaching may be awarded at the discretion of the Department Chair based on multiple factors including, but not limited to, department needs, faculty request, availability of funding, and chair approval. Clinical educator pathway faculty also have a scholarly requirement as outlined in the department AP&T document.

Clinical faculty on the clinician scholar pathway are expected to provide significant scholarship in addition to their clinical service. Scholarship requirements are outlined in the department AP&T document. They will also provide clinical service and bedside teaching as described for other pathways above.

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 department'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 90-100% of effort for research faculty members is devoted to research. Specific expectations are spelled out in the letter of offer and the department AP&T document.

D Associated Faculty

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

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

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of faculty members in the most relevant appointment type except that service is not required.

E Modification of Duties

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

A faculty member requesting a modification of duties and the 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, Teaching Schedule, and Grade Assignments

In the Department of Emergency Medicine, the primary duty for teaching involves bedside teaching responsibilities while working clinical shifts in the Emergency Department. In addition, faculty members teach medical students, residents, and fellows through lectures, didactic training, clinical skills laboratory or simulation sessions, small group discussions or other various modalities. Specific teaching goals may be addressed through the annual review process. Certain faculty may choose to create and schedule course offerings for students both inside and outside of the College of Medicine including graduate and undergraduate students. Such offerings will be made with approval of the Department Chair. Faculty participation in such courses will be voluntary. The Department will appropriately recognize effort contributed by faculty to those courses by providing reasonably proportional credit for the course. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-16 will normally be cancelled. If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, then the Department Chair may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

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 unit goals.

The Department Chair will discuss the department budget at least annually with the faculty representatives serving on the Finance Committee. Any faculty member who is interested is also welcome to participate in this committee's discussions and/or may have access to various reports and records. The chair will solicit recommendations regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the Department 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 availability of space, demonstrated need for and use of space, achieving proximity of faculty in sub disciplines, scholarship productivity, and grouping of staff functions to maximize efficiency.

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

Continuing medical education funds are determined annually and are specified in each physician employment agreement if applicable. Reimbursements will be made as long as funds are available and according to departmental and/or College of Medicine policies and procedures.

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 Chair retains the authority to disapprove a proposed absence when it will interfere with instructional, clinical, or other comparable commitments. Such an occurrence is most likely when the number of absences at a particular time 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 (Sick Leave)

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

Chair or designee know promptly so that instructional, clinical, 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.

D Faculty Professional Leave (FPL)

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

The Department Chair will review all requests for faculty professional leave and make a recommendation to the dean based on the criteria in the OAA policy, quality of the proposal, 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.

E Parental Leave

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

The Department maintains an Attending Physician Pregnancy and Post-Leave Shift Scheduling policy that is approved and maintained by the OSU EM, LLC Board of Directors. This may be obtained from the department administrator upon request.

XIII Additional Compensation and Outside Activities

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

This department adheres to these policies and all College of Medicine policies regarding supplemental compensation 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 outside activities as defined in University policy must be reported to and approved by the Chair in accordance with University policy. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level and the extent to which the extra income activity appears likely to interfere with regular duties. In addition, it is university policy that faculty may not spend more than one business day per week (which may be prorated by total FTE) on additionally compensated activities and external consulting combined.

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

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

Faculty who fail to adhere to the university's policies on these matters, including seeking approval for external consulting, may 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 Outside Activities and Conflicts. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

Faculty members with external funding or otherwise required by university policy are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

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

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/her/their salary is inappropriately low should discuss the matter with the Chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter may be eligible to file an appeal with the college. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of 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 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 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 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 in conjunction with the Vice Chair for Education and the course director and provide a response to both the student(s) 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. See Faculty Rule 3335-8-23.

A student who has concerns regarding a grade from an Emergency Medicine Course should meet with the course director to discuss those concerns prior to formally requesting review of a grade. After that meeting, a student who wishes to request formal review of the grade must notify, in writing, the course director issuing the grade. The request for review must be submitted within 21 days of receiving the grade. The course director shall appoint an ad hoc committee of faculty members who were not involved in the original grade determination. The appointed ad hoc committee will meet with the student to review the grade and make a recommendation to the course director. The course director will notify the student of the decision in writing.

If a student has concerns regarding the learning environment (LE) they will be informed that there is a student mistreatment policy. This is located in the Medical Student Handbook Section 13 (and 15 for Sexual Harassment) There is also an anonymous LE Concern Reporting under VITALS in the Student Life tab. Concerns regarding student mistreatment will be addressed by the course director in concert with the Vice Chair for Education and Chair and in accordance with relevant University and College of Medicine policies.

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.

G Academic Misconduct

Board of Trustees Rule 3335-23-15 stipulates that the Committee on Academic Misconduct does not hear cases involving academic misconduct in colleges having a published honor code, although some allegations against graduate students fall under the committee's jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the Chair, who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the Department's procedures for addressing allegations of violations of the College of Medicine's 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.