

1 **Pattern of Administration for**
2 **The Ohio State University**
3 **Department of Internal Medicine**

4
5 Approved by the Faculty: December 30, 2024

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I Introduction

This document provides a brief description of the Department of Internal Medicine (DOIM) of the College of 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 DOIM 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. The DOIM invites input from the faculty on all issues of scholarship, clinical practice and education. This occurs through open access to meetings with the DOIM Chair and the Vice Chairs and opportunities for asking questions and providing input at all departmental meetings and meetings of the individual divisions. At other times, revisions may be proposed by the department chair or recommended to the department chair by department 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 DOIM Mission

To improve people's lives through innovation in research, education, and patient care. Working as a team to shape the future of medicine by creating, disseminating, and applying new knowledge to meet the needs of each individual.

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 of Internal Medicine includes tenure-track faculty, clinical faculty, research faculty with compensated FTEs of at least 50% in the Department of Internal Medicine, and associated faculty. Visiting faculty and Emeritus faculty, and faculty joint appointees with FTEs below 50% in this department may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Tenure-Track Faculty. The DOIM makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor who serve on appointments totaling 50% or more service to the University. Tenure-track faculty may vote in all matters of DOIM governance.

Clinical Faculty. The DOIM makes clinical appointments with titles of clinical instructor, assistant clinical professor, associate clinical professor, and clinical professor who serve on

appointments totaling 50% or more service to the University. Clinical faculty members are not eligible for tenure. Clinical faculty are appointed for terms of three to five years and may be reappointed to successive terms. Procedures for reappointment and promotion are defined in the department's [Appointments, Promotion and Tenure Document](#). The department faculty voted to extend governance rights to clinical faculty. Clinical faculty may vote in all matters of DOIM governance except tenure-track faculty promotion and tenure decisions and research faculty reappointment and promotion decisions. Clinical faculty may participate in discussions of clinical faculty matters including promotion reviews. Any clinical faculty member appointed by the DOIM 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. The DOIM makes research appointments. Research faculty titles are research assistant professor, research associate professor, and research professor. Research faculty members are not eligible for tenure. Research faculty are appointed for terms of one to five years and may be reappointed to successive terms. Procedures for reappointment and promotion are defined in the department [Appointments, Promotion and Tenure Document](#). The DOIM faculty voted to extend governance rights to research faculty. Research faculty may vote in all matters of the DOIM governance except tenure-track faculty promotion and tenure decisions and clinical faculty reappointment and promotion decisions. Research faculty may participate in discussions of research faculty matters including promotion reviews.

Associated Faculty. The DOIM makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, clinical of practice titles, returning retiree, lecturer titles, and visiting titles. Associated faculty may or may not be Ohio State employees. They may or may not be paid. Titles include adjunct instructor/assistant/associate/professor; lecturer and senior lecturer; retiree-faculty and retiree faculty emeritus; visiting assistant/associate/professor; clinical instructor of practice, clinical assistant professor of practice, clinical associate professor of practice, clinical professor of practice. These positions are usually intended to be short-term but may be appointed for a term up to three years. Procedures for reappointment and promotion are defined in the department [Appointments, Promotion and Tenure Document](#). These faculty do not have voting rights.

Emeritus Faculty. Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in [Faculty Rule 3335-5-36](#). Full-time tenure track, clinical, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. Emeritus faculty are invited to participate in discussions on non-personnel matters but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter. Emeritus faculty members have benefits provided by the University but are not entitled to office space or other resources. Provision of such resources is at the discretion of the Department Chair.

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

Clinical and Research Faculty Appointment Cap and Governance Rights

The DOIM has been granted an exception to [*Faculty Rule 3335-7-03*](#), and accordingly there is no limit to the number of Clinical Faculty appointed to the department.

Unless otherwise authorized by a majority vote of the tenure-track faculty in the DOIM, research faculty must comprise no more than 20% of the number of tenure-track faculty in the DOIM. 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.

V Organization of DOIM Services and Staff

The DOIM is organized into divisions, which represent the various specialties within the discipline of Internal Medicine. 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 DOIM has fourteen divisions:

- Cancer Prevention and Control
- Cardiovascular Medicine
- Endocrinology, Diabetes & Metabolism
- Gastroenterology, Hepatology & Nutrition
- General Internal Medicine
- Hematology
- Hospital Medicine
- Human Genetics
- Infectious Diseases
- Medical Oncology
- Nephrology
- Palliative Medicine
- Pulmonary, Critical Care, and Sleep Medicine
- Rheumatology and Immunology

The creation or elimination of a division or the transfer of faculty in a specific discipline from one division to another is at the sole discretion of the DOIM Chair.

In addition to the leadership provided by the Division Directors, there are two Executive Vice Chairs, six Vice Chairs and four Associate Vice Chairs whose responsibilities are aligned with the mission areas of the department. The mission areas of the DOIM 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 DOIM as well as their respective divisional missions. The DOIM also includes a department administrator, an associate administrator, a chair's administrative assistant and an assistant to the department administrator.

The DOIM functions as an academic unit through the policies and procedures outlined in this document. The actual practice of medicine, however, is conducted through the FGP/Ohio State University Internal Medicine, LLC. Ohio State University Internal Medicine LLC is an

incorporated entity which constitutes the clinical practice group of the Department of Internal Medicine as mandated by the Faculty Group Practice Plan of the University. Physician faculty who conduct their clinical practice activities through FGP/OSU Internal Medicine, LLC are governed by “The By-Laws of OSU Internal Medicine, LLC,” “Physician Handbook for Clinical Activities” and “Terms and Conditions for Participation in Faculty Group Practice.” All of these documents are available upon request.

OSU Internal Medicine, LLC, in addition to its responsibility for the clinical activities of the DOIM, serves as the principal source of income to carry out the academic missions of the Department. Therefore, a direct and constant relationship between the Department and the LLC is essential for the successful functioning of either entity. Throughout this document, where appropriate, the interrelations between these two entities as related to specific functions will be noted.

VI Overview of DOIM Decision-Making

Policy and program decisions are made in a number of ways: by the DOIM faculty as a whole, by standing or special committees of the DOIM, or by the DOIM Chair. The nature and importance of any individual matter determine how it is addressed. DOIM 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 DOIM Administration

A. DOIM Chair

The primary responsibilities of the DOIM Chair are set forth in Faculty Rule [3335-3-35](#). This rule requires the DOIM 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 DOIM 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 DOIM Chair, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

1. 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 DOIM
 - Solve problems and support their teams to adapt to changing contexts.
 - Drive cross-functional collaborations to advance goals of the DOIM
 - Demonstrate commitment to continuous growth for themselves and their teams.
2. To have general administrative responsibility for DOIM programs, subject to the approval of the dean of the college, and to conduct the business of the DOIM efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

3. To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
4. To assign workload according to the DOIM's workload guidelines (see Section IX) and faculty appointment type (and rank).
5. 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.
6. To evaluate faculty members annually in accordance with both university and DOIM 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 DOIM and to place in that file a response to any evaluation, comment, or other material contained in the file.
7. To recommend, after consultation with the eligible faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the DOIM faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and [3335-7](#) and this DOIM's [Appointments, Promotion and Tenure Document](#).
8. 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.
9. To maintain a curriculum vitae for all personnel teaching a course in the DOIM's curriculum.
10. To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
11. To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
12. 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 DOIM 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 DOIM Chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of DOIM academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The DOIM 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 DOIM 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 DOIM Chair and assists the DOIM Chair in all issues of faculty Appointment, Promotion and Tenure, and issues of ethical academic and professional conduct. The Vice Chair of Academic Affairs counsels and assists faculty in their development. All recruitments to the DOIM are directly or indirectly under the supervision of the Vice Chair and this position seeks to expand the faculty and academic programs. This position will also serve as a liaison with the Vice Dean of Faculty Affairs of the College of Medicine. Specific responsibilities include:

- Supervise the elected faculty Appointments, Promotion and Tenure Committee.
- Facilitate faculty discussions and deliberations regarding Appointments, Promotion, and Tenure issues.
- Report to the Department 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 Department of Internal Medicine.
- 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 Appointment, Promotion, and Tenure Committee and should also include input by the appropriate Division Directors and the Department Chair.
- Discusses 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.
- Reviews and aids in the mediation of concerns regarding ethical academic and professional conduct.
- Lead quarterly Vice Chair meetings to include all Vice Chairs and Associate Vice Chairs.

Assists the DOIM Chair as deemed necessary in any areas constituting the broad context of the academic mission of the Department.

Associate Vice Chairs of Academic Affairs

Two Associate Vice Chairs for Academic Affairs are appointed by the DOIM Chair. They assist the Executive Vice Chair for Academic Affairs in the responsibilities and activities noted above. These include facilitating deliberations regarding appointments, promotion and tenure, writing and updating the Department's Appointments, Promotion and Tenure Document and

interviewing candidates for appointment to the faculty of the Department. They attend Vice Chair Meetings led by the Executive Vice Chair for Academic Affairs and leadership meetings of the DOIM.

Executive Vice Chair of Clinical Operations

The Executive Vice Chair of Clinical Operations is appointed by the DOIM Chair and will have the oversight responsibility related to inpatient and outpatient clinical operations including patient safety, including 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 that trainees are provided proper supervision in the DOIM. The Executive Vice Chair of Clinical Operations will align the department's 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.
- Monitors compliance of all clinic metrics (Customer Service, Membership, Retention, Length of Stay, 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 Chair to actively participate in fundraising efforts.
- As a member of the Vice Chair staff, the Executive Vice Chair of Clinical Operations will be expected to attend Vice Chair meetings of the DOIM and will be a member of the Board of Managers.
- Attend quarterly Vice Chair meetings.

Vice Chair of Education

The Vice Chair of Education is appointed by the DOIM Chair and is responsible for ensuring the quality and competitiveness of educational programs within the DOIM. 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. Specific responsibilities include:

- Oversight of student educational activities through supervision of the Internal Medicine Course Directors and Clerkship Directors.
- Direct responsibility (program development, evaluation and residency recruitment) for the Internal Medicine Preliminary and Categorical 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 supports 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 DOIM 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.
- As a member of the Vice Chair staff, the Vice Chair of Education will be expected to attend Vice Chair meetings of the DOIM and will be a member of the Board of Managers.
- Attend quarterly Vice Chair meetings.

Vice Chair of Research

The Vice Chair of Research is appointed by the DOIM Chair and charged with facilitating and advancing basic science research within the DOIM in all of its aspects. Special emphasis is placed on guiding the development of research programs based on the collaboration between basic scientists and physician/clinician scientists. Specific responsibilities include:

- Collaborate with the College of Medicine Vice Dean and Associate Deans of Research in all aspects of the growth and development of the DOIM research programs.
- Guide and facilitate the development of basic sciences within the DOIM and increase the number of funded basic science projects.
- Identify opportunities for collaborations between physician/clinician scientists and basic scientists both within the DOIM and in departments and colleges outside the DOIM 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 DOIM, College of Medicine, and University.
- Identify opportunities for which researchers in the DOIM may increase research funding through service as core facilities for large multisite grants.
- As a member of the Vice Chair staff, the Vice Chair of Research will be expected to attend Vice Chair meetings of the DOIM and will be a member of the Board of Managers.
- Attend quarterly Vice Chair meetings.

Associate Vice Chair of Research

The Associate Vice Chair of Research is appointed by the DOIM Chair and charged with facilitating and advancing basic science research within the DOIM in all of its aspects and coordinates in collaboration with the Vice Chair of Research. Special emphasis is placed on guiding the development of research programs based on the collaboration between basic scientists and physician/clinician scientists. Specific responsibilities include:

- Collaborate with the College of Medicine Vice Dean and Associate Deans of Research in all aspects of the growth and development of the DOIM research programs.
- Guide and facilitate the development of basic sciences within the DOIM and increase the number of funded basic science projects.
- Identify opportunities for collaborations between physician/clinician scientists and basic scientists both within the DOIM and in departments and colleges outside the DOIM 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 DOIM, College of Medicine, and University.
- Identify opportunities for which researchers in the DOIM may increase research funding through service as core facilities for large multisite grants.
- As a member of the Vice Chair staff, the Vice Chair of Research will be expected to attend Vice Chair meetings of the DOIM and will be a member of the Board of Managers.
- Attend quarterly Vice Chair meetings.

Vice Chair for Faculty Success

The Vice Chair for Faculty Success is appointed by the DOIM Chair and leads efforts to support faculty onboarding, mentoring, professional advancement, and retention. This individual will cultivate a collaborative environment where faculty can thrive and achieve their full potential. Specific responsibilities include:

- Assemble a faculty onboarding taskforce to design and oversee onboarding program to support new hires, ensuring a smooth transition and integration into the department's culture and operations
- Serve as a primary point of contact for new hires during their transition into the department and throughout their first year of employment
- Assemble a faculty mentoring taskforce to design and implement mentoring programs for early-career, mid-career, and senior faculty
- Create and oversee a mentorship structure where faculty members are matched with at least one effective mentor or mentorship team
- Provide coaching to junior faculty on career development when necessary, including setting career goals, navigating tenure and promotion processes, and developing a professional network
- Engage early career faculty to offer consistent support as they navigate early career development
- Develop career roadmaps for each faculty member across the tripartite mission

- Share information about pertinent career development sessions through FAME, professional societies, etc
- Promote faculty engagement and recognition
- Establish “stay” interviews with new and junior faculty to identify and address issues early, ensuring a supportive start to their careers at Ohio State.
- Encourage participation in OSUWMC HR exit interview process to help understand and mitigate causes of turnover, using insights to inform retention strategies
- Attend quarterly Vice Chair meetings

Vice Chair for Community Health Access and Engagement

The Vice Chair for Community Health Access and Engagement is appointed by the DOIM Chair and leads strategic initiatives that connect the department with the broader community. This individual will foster partnerships with local health organizations, promote health education, and facilitate faculty, staff and learner involvement in outreach activities. Specific responsibilities include:

- Develop and implement a comprehensive community engagement plan aligned with departmental and institutional missions and strategic plans
- Identify and prioritize community health needs in collaboration with local stakeholders
- Build and maintain partnerships with key community health organizations and public agencies
- Establish and maintain collaborative relationships with area health centers, community-based organizations, and public health agencies to advance shared goals, partnering with OSUWMC stakeholders as appropriate
- Serve as the departmental representative on community health coalitions and advisory boards
- Coordinate and promote faculty, staff, and learner participation in community health events, screenings, and educational programs that extend OSU Wexner Medical Center’s reach and impact
- Create opportunities for clinical and non-clinical faculty, staff and learners to engage in outreach initiatives reinforcing OSU’s values of collaboration and operational excellence
- Educate learners on the importance of community outreach and engagement in expanding access to health
- Promote culturally responsive health education and outreach programs
- Evaluate and report on the effectiveness of outreach initiatives using data-driven approaches
- Attend quarterly Vice Chair meetings

Chief of Internal Medicine at OSU East Hospital (OSUE)

The Chief of Internal Medicine Service at OSU East Hospital (OSUE) is selected by the DOIM Chair and then the selection has to be approved by the Executive Director of East Hospital. Specific responsibilities include:

- Assist the Medical Director of OSUE in oversight of all Internal Medicine physicians (both University and private) with respect to:
 - Clinical quality
 - Citizenship
 - Credentialing

- Clinical service and patient assignments
- Strategic planning for the hospital
- Serve as a liaison of the clinical, educational, and research missions of the OSU Department of Medicine to OSUE.
- Serve as the Department's representative to the OSUE Medical Administrative Committee.
- Serve as the Department's representative to the OSUE Physician Quality and Review Subcommittee.
- Serve as the Department's representative to the OSUE Quality Management Committee.
- Assist the Vice Chair for Education in the oversight of Internal Medicine residents, interns, students, and fellows who are assigned to OSUE for clinical training.
- Oversees the organization and conduct of the OSUE Department of Internal Medicine quarterly meetings.

Division Directors

The Division Directors are responsible for developing divisions 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 DOIM Chair and serve at the pleasure of the Chair. Under the guidance of the Director, the Division faculty are expected to participate vigorously and regularly in all departmental academic and patient care programs. The responsibilities of the Division Director are broad and varied and include, but are not limited to the following:

- General administrative responsibility for division, subject to the approval of the department 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.
- An active participant in faculty development, providing counsel and mentoring and protecting faculty time from excessive administrative or clinical responsibilities.
- Approve and finalize 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 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 Internal Medicine for subspecialty Boards.

- Is an active leader in departmental activities, including support and attendance at Medical Grand Rounds, faculty meetings, department leadership meetings, Appointment, 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 as designees of the department chair; 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.

Senior Department Administrator

Functions as Senior Department Administrator for Department of Internal Medicine, and its clinical practice plan (LLC).

- Directs, leads and oversees all business, educational, research, clinical and administrative operations of department and clinical practice with full oversight and accountability for a total budget of over \$330 Million, 14 divisions, 600+ faculty, 220 fellows and residents, and 650+ staff members.
- Plays a key role in developing, establishing and communicating strategic plans, innovative initiatives and long-term goals and objectives to support the mission, vision and values of the organization in collaboration with Department Chair.
- Researches and identifies current and emerging trends to facilitate development of innovative programs, services, and new initiatives to expand clinical, educational and research programs and services.
- Defines scope of strategic plans and works with divisions to establish deliverable and measurable objectives and define action items.
- Develops, implements and oversees mission area scorecards.
- Regulates and ensures continuity of established business operation processing environment to reinforce adherence to established internal control structures.
- Oversees fiscal, human resources, space and facilities management activities.
- Forecasts, plans, develops and administers annual operating and capital budgets; ensures sound financial management.
- Identifies opportunities to leverage and establish cross-departmental programs.
- Leads, directs and oversees negotiations and management of contracts and affiliation agreements.
- Oversees financial operations for the LLC to optimize billing and collections.
- Initiates, develops and fosters collaboration between internal and external specialties, leadership, stakeholders and other affiliated organizations.
- Advises chair in developing compensation and productivity models to support recruitment, retention and productivity of faculty and staff.

Associate Director, Med Center

Associate Director to lead, direct and coordinate special projects and initiatives on behalf of the Senior Administrator and DOIM Chair.

- Partners with Senior Administrator to deliver a variety of strategic and administrative activities.
- Directs and coordinates the review, development, restructure of operational support programs, services, and/or initiatives.
- Provides direction and leadership with respect to implementing and managing change.
- Provides in-depth expertise in knowledge of department, OSU Wexner Medical Center (OSUWMC) and Ohio State University (OSU) operations, policies and procedures.
- 20% time to mentor all DOIM Division Administrators (DAs) towards improved performance.
- Provides direct supervision to the DAs for the following divisions: Cancer Prevention and Control, Human Genetics, Immunology/Rheumatology, Endocrinology, Nephrology, and Palliative Medicine.
- Trains new DOIM DAs.
- Designs and implements strategic communication links.
- Develops and utilizes analytical models.
- Designs and implements reporting expectations and standards for quarterly, annual and ad hoc data reporting.
- Represents the department at business meetings and/or committees.
- 20% time to promote existing and new programs and/or policies.
- Acts on behalf of Senior Administrator in their absence.

Senior Finance Manager

Finance Manager directs, leads, & manages fiscal operations for the DOIM & its 14 divisions within the College of Medicine (COM) & Faculty Group Practice (FGP) which contains general, salary recovery, earnings, research, endowment, development, contract, academic enrichment, & state contract funds, with expenditures totaling around \$165 million.

- Collaborates with Ohio State University Physicians (OSUP) finance group on budgeting, accounting, accruals, & reporting for consolidated expenditures totaling around \$330 million; manages health system operating support, medical center investment dollars, COM research & education investment & operating dollars.
- Directs budget process; develops, implements, & administers annual budgets.
- Oversees & makes recommendations on funding models.
- Presents recommendations for changes and/or improvements, monetary control, & adherence to budgets.
- Identifies new revenue streams & opportunities for cost reductions.
- Participates in short & long-range planning activities.
- Advises & makes recommendations on fiscal and budget matters to leadership.
- Oversees & manages financial reconciliation, accounting, & purchasing.
- Performs analysis of revenue & expenditures & produces financial statements, variance analysis reports, & scorecards.
- Prepares fiscal projections.
- Directs & preserves established financial & operational processing environment.
- Ensures adherence to appropriate internal control structures & compliance with University, COM, & medical center policies & procedures, state & federal regulations.
- Develops & implements policies & procedures.

- Plans, develops & implements effective systems for budget & fiscal management to meet internal & external audit requirements.
- Recruits, hires, & trains department & division fiscal personnel.
- Supervises, coaches, & evaluates staff; represents the department at various business meetings.
- Researches & maintains information on trends & developments in fiscal management.

Graduate Medical Education Program Director

The Graduate Medical Education Program Director of Internal Medicine Education Programs directs the administrative, programmatic, and operational activities of the department's Fellowship Programs (with 100+ fellows), comprehensive Residency Program (with 160+ residents), Medical Education Program (benefiting 500+ medical students each year), and department moonlighting under the leadership of the Vice Chair for Education and Faculty Directors.

- Oversees Resident Affairs and Intern Recruitment offices within Internal Medicine Residency Training Program.
- Manages and supervises residency support staff, hires, trains, coaches, and evaluates staff; executes and evaluates strategic plans for all education programs.
- Develops and implements programmatic rules, policies and procedures, oversees implementation of and participates in the evaluation of curriculum.
- Identifies, recommends and implements programmatic and curriculum changes as needed.
- Develops and presents reports on effectiveness and growth in programs.
- Forecasts, develops and administers program budget.
- Reviews, monitors and authorizes expenditures.
- Hires, trains and supervises management, professional and support level staff.
- Directs intern recruitment, orientation, and graduation.
- Directs the development of medical student education schedules.
- Directs the development of residency application workshops, rotation orientations and student evaluation processes.

Faculty Affairs Specialist

The Faculty Affairs Specialist for the DOIM manages and oversees administrative activities related to the appointment, reappointment, annual review and promotion and tenure activity for 550+ Clinical/Tenure track faculty and 370+ Associated track faculty.

- Collaborates with the Executive Vice Chair for Academic Affairs to develop and implement policies, procedures and best practices as they relate to appointment, promotion and tenure (AP&T) of Department faculty.
- Serves as Department expert and primary liaison for Division Directors, Division Administrators and faculty as they navigate these processes.
- Analyzes, recommends and implements Department processes related to AP&T.
- Serves as the primary departmental contact for the College of Medicine's Office of Academic Affairs (OAA) to maintain accurate processes and documentation.
- Resolves problems/concerns from faculty as they relate to AP&T.

- Provides monthly reporting to Senior Department Administrator, Associate Director and Chair.
- Identifies training needs within divisions and develops tip sheets, training materials and training sessions to enhance AP&T process for faculty.

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 DOIM 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 will be established by the DOIM Chair as needed. Standing committees for the department include the following:

Appointment, Promotion, and Tenure Committee

Chair: This committee is led by two Co-Chairs, one serving as Chair of those faculty serving on the non-tenure track review committee review and one serving as Chair of those faculty serving on the tenure track review committee. The latter committee can review and vote on any faculty appointment or promotion regardless of track based on the need for even distribution of committee assignments. The Chair of the Tenure Section reviews and signs all faculty appointment and promotion letters and documents as the representative of the tenure faculty who are to have a voice in all appointments and promotions. They are elected by vote of committee members and serve a three-year term and can be re-elected. Each year, a Vice-Chair of each of the two sections of the Committee is elected by the Committee members and serves as the chair of meetings in the Chair's absence. Vice-Chairs serve a one-year term and can be re-elected.

Members: The selection, composition and term lengths of the Appointments, Promotion and Tenure committee are described in the department's [*Appointments, Promotion and Tenure Document*](#). As noted in the APT document, committee members are elected by tenure track, clinical and research faculty of the Department of Internal Medicine.

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 Internal Medicine Appointment, Promotion, and Tenure Document for specifics of committee responsibilities and activities

Term: As described in the APT document, terms are for a period of three years and overlap so that one third of the committee is elected each year. Faculty may serve two consecutive terms. After two consecutive terms, a faculty member cannot serve for the subsequent three years but can be elected after that time.

College of Medicine Faculty Council Representatives

Members: Elected by an open vote of all members of the clinical and tenure-track faculty. Two representatives are elected along with two alternates who serve in their absence.

Charge: Represent departmental faculty on the College of Medicine Faculty Council; report salient issues to the DOIM Chair; present issues to the faculty at departmental faculty meetings.

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

Fellowship Directors Committee

Chair: Chaired by the Vice Chair of Education.

Members: Members include all Fellowship Directors and Internal Medicine Residency Program Directors.

Charge: Oversee fellowship education, insure compliance with Accreditation Council for Graduate Medical Education (ACGME) regulations for fellowship education; provide faculty development opportunities for faculty supervising fellows.

Term: No term limit.

Finance Committee

Chair: Chaired by Senior Department Administrator.

Members: Division Directors or one faculty member appointed by the division director, 3 at large members and 3 non-voting members. Division directors are automatic members.

Charge: Review financial activity and make recommendations to the DOIM 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 without the option for reappointment.

Core Liaisons to the Residency Committee

Chair: Chaired by the Internal Medicine Residency Program Director.

Members: Members are core faculty from each division.

Charge: Meet to maintain and update residency curriculum and provide residency education related faculty development to their assigned divisions; meet four times a year.

Term: No term limit. Appointments are reviewed annually at the beginning of the fiscal year.

Residency Program Clinical Competency Committee

Chair: Chaired by the Internal Medicine Associate Residency Program Director.

Members: Members are Internal Medicine residency program director, divisional core liaisons to the residency, and other designated members

Charge: Evaluate residents on the ACGME sub-competencies twice annually

Term: No term limit.

House staff Education Committee

Chair: Chaired by the Internal Medicine Associate Residency Program Director.

Members: Members are faculty selected by division directors and Internal Medicine Program Directors; house staff are elected by their class.

Charge: Oversee all aspects of house staff training as well as the Department's adherence to ACGME guidelines.

Term: No term limit.

House Staff Evaluation Committee

Chair: Chaired by the Internal Medicine Associate Residency Program Director.

Members: Members selected by Residency Program Director and Chair.

Charge: Review house staff performance and recommend any needed corrective action to Training Program Director.

Term: No term limit.

Intern Resident Selection Committee *Annually in February*

Chair: Chaired by the Internal Medicine Residency Program Director.

Members: Members are selected by Training Program Director and DOIM Chair.

Charge: 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.

Student Education Committee

Chair: Chaired by the Associate Vice Chair for Education and/or the Vice Chair for Education

Members: Student Education Liaison members are selected by division director and the others hold faculty leadership positions.

Charge: Oversee all aspects of medical student training in Departmental rotations as well as the Department's adherence to College of Medicine guidelines.

Term: No term limit.

Student Evaluation Committee

Chair: Chaired by the Internal Medicine clerkship director (for Med 3 grades) and Associate Vice Chair for Education (for Med 4 grades).

Members: Members are selected by Clerkship Director and other faculty leadership positions.

Charge: Review MED3 and MED4 student performance on Departmental rotations, assign a grade and create a grade card for the College of Medicine.

Term: No term limit.

VIII Faculty Meetings

The DOIM Chair will provide to the faculty a schedule of DOIM faculty meetings at the beginning of each quarter. The schedule will provide for at least one meeting per quarter. A call for agenda items and completed agenda will be delivered to faculty by e-mail before each 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 DOIM faculty will also be scheduled on written request of 25% of the faculty. The DOIM Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The DOIM Chair will provide minutes of faculty meetings to faculty via the shared drive 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 DOIM's [*Appointments, Promotion and Tenure Document*](#).

For purposes of discussing DOIM 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 DOIM 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 DOIM Chair will necessarily make the final decision.

The DOIM 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 DOIM 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

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

During on-duty periods, faculty members are expected to be available for interaction with students, trainees, research, and DOIM 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 department chair if such work can be performed effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain circumstances if it serves the needs of the department, college, university, and/or community. The department chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the DOIM and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the DOIM Chair or designee.

A full-time faculty member's primary professional commitment is to The Ohio State University, and the guidelines below are based on that commitment. Faculty who wish to engage in outside activities during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must submit an [Outside Activities Approval Form](#) and obtain approval from the department chair before engaging in any outside activities. Information on faculty conflicts of commitment is presented in [Policy on Outside Activities and Conflicts](#).

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the department 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

All tenure-track faculty are expected to contribute to the DOIM's teaching. There is a wide array of teaching roles in the DOIM including supervision and instruction on ward rounds, in the clinic, delivering didactic lectures to medical students, residents, fellows, graduate student classes and peers, and mentoring of faculty and developing scientists. Owing to the many different clinical and scholarly roles of the faculty of the DOIM, the expectations for teaching will vary widely. However, it is expected that at least 20% of effort will be devoted to teaching in some form. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Faculty members who are engaged in extraordinary service activities (to the Department, College, University, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment.

The DOIM Chair and the Division Directors are responsible for annual teaching assignments for each faculty member and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department. All faculty members must do some formal instruction and advising over the course of the academic year.

Scholarship

All tenure-track faculty members are expected to engage in scholarship according to their career emphasis. The faculty of the department engage in a diverse range of scholarship.

These domains and their expectations for productivity are defined in the DOIM's [Appointments, Promotion, and Tenure Document](#). Faculty members are expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of similar quality and length as articles. Faculty engaged in basic or applied research are expected to attract extramural funding that supports 50% of their annual salary and also supports trainees such as graduate students and postdoctoral researchers. Faculty members are also expected to seek appropriate opportunities to obtain patents engage in other commercial activities stemming from their research. Scholarship expectations may be modified during the annual review process with the Department based on productivity metrics that include scholarship and administrative roles that are critical to the advancement of the Department's mission. Activities to be considered include peer-reviewed manuscripts published, preprints and manuscripts in press, funded extramural grants, leadership and service at the nation/international levels, proposals submitted, research and invited presentations at national meetings, patents and technology transfer, engagement in collaborative team science including clinical research and clinical trials, book chapters, community engaged research and translation, and other activities that are part of the department scholarship agenda.

Service

Faculty members are expected to be engaged in service and outreach to the DOIM, university, profession, and community. Alignment with career emphasis and goals is of greater importance in determining service than number of committees on which a faculty member serves. As a rule, more junior faculty have lower expectations for committee service than more senior faculty who have established their careers.

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

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the department chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations).

B. Clinical Faculty

The DOIM appoints clinical faculty. These appointments exist for faculty members who focus principally on the education and clinical needs for DOIM. Clinical faculty members are also expected to contribute to the department's research and education missions. Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track. As described in the DOIM [Appointments, Promotion, and Tenure Document](#) these faculty may have emphasis in one of three major pathways known as Clinical Excellence, Clinician Educator and Clinician Scholar. Expectations and the nature of scholarship in these pathways are further described in the Appointments, Promotion and Tenure guidelines.

Owing to the many different clinical and scholarly roles of the faculty of the DOIM, the expectations for teaching will vary widely. 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.

C. Research Faculty

Research faculty members are expected to contribute to the university's mission principally via research. In alignment with the [Faculty Workload Guideline](#), standard workload expectations for full-time research faculty members are 0-10% teaching (student mentoring), 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer. These faculty are frequently those who will ultimately join the tenure-track faculty and use the time in this pathway to establish careers of research without expending time in the seven-year tenure probationary period. However, such faculty may only join the tenure track as a new hire following the SHIFT guidelines and following a national search. Scholarly achievements attained during appointment to the Research Faculty will be credited towards promotion and tenure when the faculty member joins the tenure-track faculty.

Research Faculty may also consist of those who wish to focus their career entirely on funded research with minimal commitment to service or teaching.

In all cases, it is expected that Research Faculty will have 90%-100% support from extramural sources and in no case may general funds dollars be used to support these members of the faculty.

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 DOIM'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.

Further description of the appointment, promotion and expectations for support for Research Faculty are found in the DOIM [Appointments, Promotion and Tenure Document](#).

D. Associated Faculty

Compensated associated faculty members are expected to contribute to the University's mission via teaching or research depending on the terms of their individual appointments. In alignment with the [Faculty Workload Guideline](#), standard workload expectations for

compensated associated faculty members are 80-100% teaching, 0-20% scholarship, and 0-20% service, depending on the terms of their individual appointments.

Faculty members with tenure-track titles and appointments <50% FTE will have each dimension of their workload responsibility (teaching, research, service) adjusted proportionally to their appointment level.

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

E. Modification of Duties

The DOIM strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the DOIM is committed to adhering to the College of Medicine's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption, 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.

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

Faculty may be eligible for additional leave under the [Family Medical Leave Policy](#) and/or the university's paid parental leave guidelines as described in its [Policy on Paid Leave Programs](#).

X Course Offerings, Teaching Schedule, and Grade Assignments

As stated in Section IX, the DOIM Chair and division directors are responsible for faculty assignments, including teaching. The DOIM does not provide a curriculum of formal courses but contributes to teaching in the Medical School, which provides a course list and times at which they are offered. Division Directors are responsible for the assignment of didactic lectures and other teaching germane to their discipline. Excellence is expected. The College of Medicine Block Directors and Course Directors are responsible for developing a curriculum that is custom designed for The Ohio State University medical students. The Directors of the Internal Medicine residency programs arrange for faculty to provide didactic lectures and facilitate case-based and small group teaching sessions in collaboration with the core liaisons from each division. that is designed for residents. Fellowship programs are responsible for providing the educational content for their trainees. It is expected that faculty will participate in these or similar activities:

- Review of and adherence to the curriculum of the course the faculty is assigned to teach.

- Compliance with start and stop times of classes and clinical rounds.
- Understanding and compliance with residency and student workload and work hour restrictions.
- Monitoring students and residents for fatigue, stress and impairment and notifying appropriate educational leaders with any concerns about learners.
- Using direct observations of learners with patients to assess clinical skills.
- Completing accurate and useful assessments of learners in a timely fashion.
- Discussing learner clinical performance assessments with them in a face-to-face setting at least once during the duration of the teaching encounter.
- Maintaining ready availability to learners through pager or other means of urgent communication during clinical teaching assignments.
- Mentoring students and providing career enhancements.
- Counseling and providing opportunities for growth and improvement.

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, the DOIM 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 DOIM Resources

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

The DOIM Chair will discuss the DOIM's 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 DOIM Chair.

The DOIM Chair is responsible for allocating the resources that are assigned to it to make the most effective use of those resources. Other than faculty time and funds, research space is a major resource. It is essential that research space and support be allocated to faculty members with actively funded research programs that meet College metrics regarding research funding. See [COM Research Space Policy](#). After the preliminary/start-up period, faculty members who have not had extramural funding to support their research may be assigned laboratory space at the discretion of the DOIM Department Chair. In the event that a previously funded faculty is without extramural funding for two years, the laboratory space previously assigned to them will, at the discretion of the DOIM Department Chair, be re-assigned. The faculty member can share space with a funded faculty, with the consent of that faculty, until the faculty member is able to re-establish their funding at a sufficient level to meet space assignment metrics.

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

The allocation of salary funds is discussed in the [Appointments, Promotion and Tenure Document](#). Each division may provide resources to support travel for university business according to their specific discretionary funds.

XII Leaves and Absences

In general, there are six 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 on Office of Human Resources [Policies and Forms website](#). The information provided below supplements these policies.

Applications for any of the following leaves or absences will be initiated by contacting the faculty member's Division Director or the Department's Executive Vice Chair for Academic Affairs.

A. Discretionary Absence

Faculty are expected to complete a travel request or [request for absence](#) form well in advance of a planned absence (e.g. as 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 DOIM 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 quarter 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 3335-14 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 DOIM Chair know promptly so that instructional and other commitments can be managed. Absences for medical reasons may be designated as Family and Medical Leave (FML) and counted towards the 12 weeks of FML time limit if applicable. 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. See [OHR Policy 6.27](#).

C. Family Medical Leave

Faculty may be eligible for leave under the [Family Medical Leave Policy](#) and/or the university's paid parental leave guidelines as described in its [Policy on Paid Time Off](#). The faculty member requesting the leave and the department chair or school director 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 and consistent with the OSUP/FGP compensation plan as applicable. Expectations must be spelled out in an MOU that is approved by the Dean.

D. Unpaid Leaves of Absence

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

A faculty member may request an unpaid leave of absence for personal or professional reasons. Absences for personal reasons may be designated as FML and counted towards both the 12 weeks of FML time limit and unpaid leave if applicable.

Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the DOIM Chair, Dean, Office of Academic Affairs, and Board of Trustees.

E. Faculty Professional Leave (FPL)

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

Faculty members who desire an FPL should discuss the matter with their Division Director and the DOIM Chair during their annual evaluation or as soon thereafter as possible. Approval of FPL is at the discretion of the DOIM Chair or division director and is not based on strict criteria. The DOIM Chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Because FPL proposals must be approved by the dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the end of Autumn Quarter of the preceding year, except when the development of an unexpected opportunity precludes such timing. The DOIM Chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested. If approved, the DOIM Chair will submit the proposal to the Dean or their delegate for approval, who will then submit the document for OAA approval, with leave applications finally recommended to the Board of Trustees for final approval.

F. Parental Leave

The university, the college, and the DOIM 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](#).

G. Absences for University Business

The Department of Internal Medicine recognizes that support of the tripartite mission of the institution may require faculty and staff to participate in outreach activities. The goal of these activities should be to enhance operations, expand the base of patient referrals, or increase the research and educational reputation of the institution. All activities must be compatible with the strategic priorities of the institution. When these activities arise and require absences from the institution, faculty and staff may, with prior approval, use the designation of University Business for their leave rather than use vacation leave.

These absences may not interfere with the day-to-day functioning of the department/division and will be subject to review to ensure that the number of days away from the institution is not excessive. Arrangements for coverage of administrative and clinical activities must be made and communicated to relevant constituencies. The amount of approved business travel must be appropriate and consistent with the University [Outside Activities and Conflicts Policy](#).

Travel and leaves mandated by the university or medical center to fulfill assigned roles are designated as university business. Such travel may include but is not limited to site visits, consultation visits, project demonstrations and retreats. A request for Leave must be completed for absences for university business. Requests for absence are submitted using the University Human Resources Information Management System: [WorkDay](#).

H. Other Categories of University Business

- **Regional and National Visiting Professorships:** Travel to an institution within the continental United States for the purpose of academic exchange may be classified as university business if there is reason to believe that such travel will improve the reputation of the department or institution with valued constituencies (i.e. future students, graduate medical education trainees, faculty or academic leaders). In general, visiting professorships should be limited to three days except with prior approval of the DOIM Chair.
- **International Visiting Professorships:** International visiting professorships will be considered university business if the OSU Office of Global Health has identified a strategic rationale for a relationship between the inviting institution and Ohio State University Medical Center (OSUMC). This rationale may include the desire to establish an educational exchange program, research collaboration or clinical collaboration. International visiting professorships thus require prior authorization from the Office of Global Health Initiatives to be considered university business.

- **Invited presentations at Regional, National or International Meetings:** The department recognizes the value in dissemination of knowledge. Thus, faculty who are invited to present posters, abstracts, workshops, or lectures at regional, national or international meetings of specialty societies may use the designation of university business for leave required to attend such meetings.
- **NIH Related Activities:** Participation in study sections and other NIH associated business enhances the national reputation of faculty and thus the institution. Leave to attend meetings for these activities are considered university business.
- **Collaborative Research Meetings:** Meetings to establish or maintain multicenter research collaborations can be considered university business.
- **Elected Positions on National Specialty Councils:** With prior approval, faculty members are encouraged to seek positions of national prominence and impact in their specialty. If elected, they are allowed to use the university business designation for their leave.
- **Appointments to National Boards or Regulatory Agencies:** Service to national boards enhances the reputation of the institution. Such service will qualify for the designation of university business.
- **Maintenance of Certification:** The institution requires that all physicians maintain certification in their primary area of practice. Thus, leaves for secure examinations needed for maintenance of certification can be classified as university business.
- **Depositions and Expert Witness Activities:** Faculty who are required to appear in court for cases directly related to their work with the university or medical center or in support of university or medical center cases are allowed to use the university business designation for their leave.

The following activities do not classify as university business; approved vacation leave must be used instead.

- CME in excess of five days per year unless approved by the faculty member's division director/the DOIM Chair
- International Visiting professorships that do not receive prior authorization
- Professional Leaves
- Preparation for any of the activities authorized as university business
- Expert Witness work for cases not related to the OSUMC activities
- Paid consultancies for for-profit organizations

XIII Additional Compensation and Outside Activities

Additional Compensation

Information on faculty additional compensation is presented in the OAA [Policy on Faculty Compensation](#). The information provided below supplements this policy. There is a separate [FGP supplemental pay policy](#) relating to clinical activity for faculty in the Faculty Group Practice.

Additional compensation is for temporary work clearly beyond the faculty member's normal assignments, in an amount appropriate to the allocation of time necessary to complete the extra assignment. The extra assignment should be nonrecurring and clearly limited in time and scope.

Should a 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 the faculty member's Department Chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member.

The DOIM expects faculty members to carry out the duties associated with their primary appointment with the University at a high level of competence before seeking other income-enhancing opportunities. All activities providing additional compensation must be approved by the DOIM Chair regardless of the source of compensation. Approval will be contingent on the extent to which a faculty member is carrying out regular duties including meeting fiscal and other obligations to the department, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the Department. In addition, it is University policy that faculty may not spend more than one business day per week on additionally compensated activities and external consulting combined.

Outside Activities (including paid external consulting)

Information on paid external consulting is presented in the university's [Outside Activities and Conflicts Policy](#). The information provided below supplements this policy.

The college and department encourage individual participation in outside activities, such as collaborations with government, industry, and other private institutions, because such participation helps advance the college's mission through mutually beneficial partnerships and contributes to social and economic development and increased knowledge. Faculty are required to devote their primary professional allegiance to the university and conduct their university responsibilities with integrity, demonstrating both honesty and transparency. Similarly, all healthcare professionals have an ethical obligation to provide safe, effective, patient-centered, timely, efficient, and high-quality care for their patients.

Faculty members, including faculty with administrative assignments and appointments, are therefore permitted to engage in outside activities to the extent they are clearly related to the mission of the university, they are arranged so as not to conflict or interfere with this commitment to the university or the best interest of the patient, and do not create a conflict of interest or a conflict of commitment as defined in the [Outside Activities and Conflicts Policy](#). Individuals conducting research also must avoid financial conflicts of interest in research. Faculty remain accountable for and have the primary commitment of meeting all formal and informal duties and obligations associated with research, service, instruction, scholarship, and/or

clinical practice, and should not in their behaviors suggest that their commitment is to their outside engagements.

Engagement of faculty in outside activities are at the discretion of the DOIM Chair and the Dean of the College of Medicine and contingent on ability to complete all normal assigned academic and clinical roles. Allowable outside activities include, but are not limited to, consulting with pharmaceutical or device companies and medical legal work. Medical legal work includes expert witness and independent medical evaluations conducted in which a doctor/patient relationship does not exist. This includes evaluations for disability and civil or criminal legal issues (e.g., patient evaluation, reviewing records, discovery or trial deposition or trial testimony).

The college ***does not approve*** outside activities involving the use of confidential or proprietary information, which may include, but is not limited to, technologies, technical information, business information, know-how, ideas, data, materials, processes, procedures, methods, compositions, formulas, protocols, devices, designs, strategies, discoveries, inventions, trade secrets, and other intellectual property.

The college ***does not approve*** outside activities with ‘Expert Networks’. These types of organizations (e.g., Guidepoint, Gerson Lehrman Group, ProSapient, Techspert, etc.) have been previously associated with insider trading resulting in legal consequences, and the college has determined that the risk outweighs the benefit.

Finally, faculty should be cautious of ‘Speaker Bureaus’ where remuneration offered and paid could violate anti-kickback laws. For additional details see [OSUWMC Vendor Interaction Policy](#).

All time and compensation must be reported through appropriate university processes described above. Faculty at 1.0 FTE may not spend more than 416 hours of their on-duty time per fiscal year. Consulting during off-duty periods is not subject to time limitations. Total compensation earned through such external activities may not exceed 75% of total annual compensation, to ensure that individual faculty’s principal focus does not appear to shift away from their university responsibilities. Requests in excess of this require written justification from the Department Chair and approval from the Dean. In addition, a faculty member’s outside activity effort, combined with funded effort commitments, may not exceed 100% of their effort. Faculty who will exceed the maximum hours may choose to reduce their FTE or discontinue outside activities.

For faculty members with administrative assignments and appointments (e.g. Division Directors, Department Chairs, Assistant/Associate/Vice Deans), all paid outside activities and paid professional services **are subject to approval** and reporting requirements. Such faculty are prohibited from engaging in outside activities when the outside activities overlap with the faculty member’s administrative responsibilities to OSU. 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.

For faculty without administrative duties, the following activities **are not** subject to this policy's approval:

1. **Professional service activities** that exist apart from a faculty member's institutional responsibilities and that do not entail compensation beyond reimbursement for expenses and/or a nominal compensation for services. These activities include but are not limited to service to governmental and non-governmental agencies such as peer review panels and advisory bodies to other universities and professional organizations; presentations to either professional or public audiences in such forums as professional societies and organizations, libraries, and other universities; and peer review activities undertaken for either for-profit or nonprofit publishers, including grant reviews.
2. **Health care activities** that are explicitly covered by approved practice plans.

Requirements/Restrictions

1. The procedure for requesting approval is outlined in the [Guidance on Faculty External Consulting](#) document on OneSource.
2. Outside activities must be approved by the DOIM Chair and Dean's office using the online faculty external consulting form prior to faculty member undertaking the outside activity.
3. A signed [OSU IP addendum](#) signed by both parties must be included for *all* external consulting agreements.
 - a. Facilities and services of the university may not be used in connection with compensated outside activity.
 - b. University staff (e.g., assistants or administrators) may not be used to negotiate with companies, submit faculty requests, or book travel related to the outside activity, as these agreements are between the company and the faculty member.
 - c. Faculty members may not request reimbursement for expenses related to outside activities.
 - d. All outside activities and compensation must be disclosed in the [eCOI](#) within 30 days of College of Medicine approval.

Corrective Actions

If a faculty member accepts payment for an outside activity without first obtaining approval or participates in activities that have been disapproved, a complaint may be filed against the faculty member under Faculty Rule [3335-5-04](#) and the faculty member may lose the privilege of future consulting at the discretion of the Dean of the College of Medicine.

Outside Practice of Medicine

As required by the University Board of Trustees, all tenure track, clinical, or associated faculty in the College of Medicine who have a fifty percent or greater University appointment and who are providing patient care services are required, as a condition of faculty employment, to join and remain members of the Central College Practice Group (CCPG). Ohio State University Physicians, Inc (OSUP) has been designated as the CCPG by the University Board of Trustees on November 1, 2002.

Ordinarily, clinical services are provided within the facilities of the OSU Wexner Medical Center. Occasionally, a need or opportunity may arise in which a faculty member seeks to provide patient care service in a non-OSU facility. Requests to practice at a non-OSU facility (including Nationwide Children's Hospital) are considered on an individual basis. The approval process requires completion of the University Self-Insurance Program Non-OSU Location application. The request requires the approval of the Department Chair or School Director and is then forwarded for College approval.

Tenure track, clinical, or associated faculty in the College of Medicine who have a fifty percent or greater University appointment are not permitted to be employed by other entities for the practice of medicine. The only exception to this policy is for faculty members who are contracted with the Veteran's Administration. In those cases, the percentage of the University faculty appointed is reduced proportional to the V.A. appointment. No other exceptions are permitted.

Policy on Salary Recovery

- Faculty are required to support their salary and/or funding expectations as outlined in their letter of offer or based on expectations outlined in their annual review.
- Per University Faculty Rules, for research faculty it is generally expected that salary recovery/support will be derived from extramural funds. While salary support for research faculty may not come from dollars provided to the department from the college, the department may choose to provide funding from individual departmental faculty research funds, start-up funds, and/or department Chair package funds to maintain the faculty member's salary at 100%.
- Unless specifically required by a funding agency and approved by the College of Medicine (e.g. training grants), without cost (aka cost sharing) effort is not permitted.
- Faculty in 9-month appointments will be eligible for off duty pay (ODP) only if they have satisfied their fiscal obligations. ODP must be supported entirely on extramural funding.
- In addition to salary support, faculty are expected to support their research laboratory as specified in the Workload Policy.

Expenditures

[University Policy on Expenditures](#)
[Faculty & Staff Appreciation guidelines](#)

XIV. Conflict of Commitment, Educational and Financial Conflict of Interest

Conflict of Commitment

Information on conflicts of commitment is presented in the University's [Outside Activities and Conflicts Policy](#). The information provided below supplements this policy.

Ohio State University full-time faculty members, including administrators with faculty appointments, owe their primary professional allegiance to the university, and their primary commitment of time and intellectual energies should be to the education, research, service and scholarship programs of the institution. The specific responsibilities and professional activities that constitute an appropriate and primary commitment will differ across schools and departments. To the extent that a faculty member's pattern of commitment is atypical for that department or school, it should be documented through a written agreement between the faculty member and the department chair.

Even with such understandings in place, however, attempts by faculty to balance university responsibilities with non-university related external activities can result in conflicts regarding allocation of professional time and energies. Conflicts of commitment usually involve issues of time allocation. For example, whenever a faculty member's outside consulting activities (as defined in the university's Faculty Paid External Consulting Policy and above) exceed the permitted limits or whenever a full-time faculty member's primary professional obligation is not to Ohio State, a conflict of commitment exists.

Faculty should disclose and discuss external commitments with their department chairs/school director and/or Deans prior to engaging in the activity. If an activity cannot be managed by the faculty member and their chair or Dean to avoid a conflict of commitment or the reasonable appearance of a conflict of commitment, the faculty member must refrain from participating in the activity.

Educational Conflict of Interest

Faculty at The Ohio State University College of Medicine accept an obligation to avoid conflicts of interest in carrying out their teaching and professional responsibilities. For purposes of this policy, an educational conflict of interest exists if:

1. Faculty member is currently or previously in a therapeutic relationship with the learner.
2. Faculty member is in a romantic or familial relationship with the learner.
3. Faculty member or admissions committee member is in a romantic or familial relationship with the applicant.
4. Faculty member is currently or previously in a therapeutic relationship with the applicant.

Having an educational conflict of interest may exert a substantial and improper influence upon a faculty member or admission committee member's professional judgment in exercising learner or applicant evaluation. Faculty members with an educational conflict of interest must not evaluate a learner's (for which there exists a conflict) performance or participate in any component of academic due process for that learner. Admissions Committee Members with an educational conflict of interest must not participate in any component of the admissions process for the year in

which the applicant with whom they have the educational conflict with is involved. As soon as they become aware of a potential educational conflict the faculty member must disclose this to the Associate Dean for Medical Education/Designee, Associate Dean for Graduate Education/Designee, or the Associate Dean of Graduate Medical Education/Designee. Admissions Committee Members with an educational conflict of interest must disclose this to the Associate Dean for Admissions/Designee or the appropriate admissions committee chair.

Financial Conflict of Interest

Information on financial conflicts of interest is presented in the University [Outside Activities and Conflicts Policy](#). The information provided below supplements this policy.

Faculty at The Ohio State University accept an obligation to avoid financial conflicts of interest in carrying out their professional work. For purposes of this policy, 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 who are 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 (see section above). Finally, faculty are expected to disclose any relationship (whether paid or unpaid) with foreign institutions, companies, or collaborators.

XV Grievance Procedures

Members of the DOIM with grievances should discuss them with the DOIM 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 their salary is inappropriately low should discuss the matter with the DOIM 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 DOIM Chair and wish to pursue the matter may be eligible to file an appeal with the college's Faculty Salary Appeals Committee. 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 DOIM Chair and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

B. Faculty and Staff Misconduct

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

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

C. Faculty Promotion and Tenure Appeals

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

D. Harassment, Discrimination, and Sexual Misconduct

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

- 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 academic complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the Program Director/DOIM Chair/Division Director, they will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Program Director/DOIM Chair/Division Director will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty.

Faculty complaints regarding students must always be handled strictly in accordance with University Faculty Rules and policies. Faculty should seek the advice and assistance of the Program Director/Doim Chair/Division Director and others with appropriate knowledge of policies and procedures when problematic situations arise. See Faculty Rule [3335-8-23](#).

G. Academic Misconduct

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

Professional Student Honor Code

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

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

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

Academic Due Process

Academic due process involves the process by which individual student performance issues are considered for action by the faculty. This process encompasses issues related to deficiencies in knowledge skills attitudes and/or behaviors of the learner.

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 DOIM Chair. If the student is not satisfied with the response from the DOIM Chair, the student may seek further review through the Vice Dean of Education.