

Pattern of Administration
for
The Ohio State University College of Medicine
Department of Ophthalmology and Visual Sciences

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I. Introduction

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

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation are subject to approval by the College of Medicine (COM) Office of Faculty Affairs and the University Office of Academic Affairs.

II. Department Mission

The mission of the Department of Ophthalmology & Visual Sciences is to restore, preserve and enhance vision to improve lives for all.

The Department of Ophthalmology and Visual Sciences at The Ohio State University College of Medicine (COM) encompasses the following four domains - patient care, research, education, and service.

- Education: The educational responsibilities of the department include education of medical students, post-graduate (medical and non-medical degrees) students and fellows, and practicing physicians.
- Research: To make contributions to the advancement of the fund of knowledge in the field of vision related research is a major component of the mission of the department.
- Patient Care: To provide moral and ethical patient care of the highest quality at all times.
- Service: To perform service to the COM, the university, and the community at large by participation of department members in the broad area of the department mission.

To achieve this mission, all faculty members are expected to participate in and contribute to the patient care, research, teaching, service and goals of the department in a manner that is consistent with the nature of their faculty appointment. Faculty members on the tenure-track are expected to have responsibilities in all aspects of the academic mission, and are expected to have a relative emphasis of their efforts on research or other scholarly accomplishments. Clinical faculty members are also expected to have responsibilities in all aspects of the academic mission, and are expected to have a relative emphasis on teaching and service. Research faculty members are expected to have an emphasis on scholarly accomplishments with a service component, but with no teaching requirement. Associated faculty's primary function is education and patient care, scholarly activity is encouraged. The department strives to enhance the quality of its endeavors by fostering the professional development and improvement of all faculty members.

Shared values are the commitments made by the College's community regarding how work will be conducted, and especially creating a culture of safety for our patients and workforce. Our

values mirror those in the College of Medicine:

- Inclusiveness
- Determination
- Empathy
- Sincerity
- Ownership
- Innovation

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.

Depending on their appointment type, members of the faculty may be expected to contribute to the instructional, funded research, scholarship, outreach, and administrative missions and roles of the college. It is neither expected, nor considered desirable, for all faculty members to make equivalent contributions to each of these missions. Faculty assignments are described in the initial letter of offer and updated during the annual review process based on department needs as well as faculty productivity and career development.

For purposes of governance and decision-making purposes, voting members of the department faculty are those members with tenure, those who are untenured and hold a tenure-track appointment, members holding a clinical or research faculty position with appointments requiring 50% or more service to the department, and associated faculty. Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this Department is provided in the [Appointments, Promotion, and Tenure document](#).

The DOVS makes **tenure-track appointments** with titles of Instructor of Ophthalmology, 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 departmental governance.

The DOVS makes **clinical appointments** with titles of Assistant Clinical Professor, Associate Clinical Professor, or Clinical Professor who serve on appointments totaling 50% or more service to the University. Clinical faculty members are not eligible for tenure. Clinical faculty members may vote in all matters of department governance except tenure-track promotion and tenure decisions and research faculty reappointment or promotion decisions. 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 Departmental Appointment, Promotion, and Tenure Document. Any clinical faculty member appointed by the department may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

The DOVS makes **research faculty** appointments with titles of Research Assistant Professor, Research Associate Professor, and Research Professor. Research faculty members are not eligible for tenure. Research faculty may vote in all matters of department governance except

tenure-track promotion and tenure decisions and clinical faculty reappointment or promotion decisions. 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 Departmental Appointments, Promotion, and Tenure Document.

A. Clinical Faculty Appointment Cap

In accordance with College of Medicine guidelines for clinical departments, there is no cap on the total number of clinical faculty members in the Department of Ophthalmology and Visual Sciences.

B. Research Faculty Appointment Cap

According to Rule [3335-7-32](#), unless otherwise authorized by a majority of the tenure track faculty in the Department of Ophthalmology and Visual Sciences, research faculty must comprise no more than 20% of the number of tenure-track faculty members. In all cases, however, the number of research faculty positions in a unit must constitute a minority with respect to the number of tenure-track faculty in the unit.

The DOVS makes **Associated Faculty** appointments. Associated faculty titles include: adjunct, visiting, returning retiree, lecturer, tenure-track faculty who have an appointment of less than 50%, and clinical practice faculty. Associated faculty may or may not be Ohio State University employees. They may be paid or not paid. Associated faculty may not participate in the appointment, promotion and tenure reviews of tenure-track faculty, or in the appointment, reappointment, or promotion reviews of clinical or research faculty. Visiting faculty may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter. The positions may be appointed for up to three years and the term may be renewed. Procedures for reappointment and promotion are defined in the Departmental Appointments, Promotion, and Tenure Document.

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 this department is provided in the [Appointments, Promotion and Tenure Document](#).

V. Organization of Department Services and Staff

The Department of Ophthalmology and Visual Sciences is organized into seven (7) clinical divisions, which represent the various subspecialties within the discipline of ophthalmology, and one (1) non-clinical division. Each clinical division constitutes an academic sub-unit, responsible for clinical care, teaching, research, and financial performance related to the specific discipline. Each clinical division has a director, appointed by the Department Chair. Each Division Director reports to the Department Chair. The clinical divisions in the DOVS are as follows:

- Comprehensive
- Cornea (including anterior segment oncology)
- Glaucoma
- Neuro-ophthalmology
- Oculoplastics
- Optometry
- Retina (including oncology and uveitis)

There is one non-clinical Division of Research, composed of vision scientists and physician or clinician scientists.

Divisions may be added, removed, or rearranged as needed in accordance with the clinical and academic priorities of the Department.

Vice Chairs support the Chair in the conduct of the duties of the Chair, in the Chair's absence or when the Chair has other conflicting obligations. Vice Chairs are appointed by the Department Chair. The Vice Chairs in the Department of Ophthalmology and Visual Science are as follows:

- Vice Chair of Administration and Finance
- Vice Chair for Clinical Affairs
- Vice Chair of Faculty Success
- Vice Chair for Education of Technicians and Allied Health
- Vice Chair for Innovation and Technology
- Vice Chair of Quality and Safety
- Vice Chair for Clinical Research
- Vice Chair for Translational Research

Administrative Directors support the Chair in specific mission areas of the department. The Administrative Directors are:

- Clinical Director of Eye and Ear Institute
- Clinical Director of Ambulatory Clinical Sites
- Course Director of Continuing Medical Education
- Director of Community Outreach
- Director of **Vision Sciences and Ophthalmology Research (ViSOR)**
- Medical Student Director
- Residency Program Director
- Fellowship Directors
- Wellness Director

The Department Administrator (DA) supports the Chair, Vice Chairs, Directors and Managers in accomplishing their specific part of the departmental mission.

VI. Overview of Departmental Decision-Making

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

VII. Department Administration

A. Chair

The primary responsibilities of the Chair are set forth in Faculty Rule [3335-3-35](#). This rule requires the Chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

Other responsibilities of the 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 department.
 - Solve problems and support their teams to adapt to changing contexts.
 - Drive cross-functional collaborations to advance goals of the department.
 - Demonstrate commitment to continuous growth for themselves and their teams.
2. To have general administrative responsibility for department programs, subject to the approval of the Dean of the College of Medicine, and to conduct business of the department 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 COM a progressive program; to encourage research and educational investigations.
4. To assign workload according to the department'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 department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their

department and to place in that file a response to any evaluation, comment, or other material contained in the file.

7. To recommend, after consultation with the eligible faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure Document.
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 Department's curriculum.
10. To see that adequate supervision and training are given to those members of the faculty and staff who may profit from 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 Chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the Dean, Office of Academic Affairs, and Board of Trustees.

Operational efficiency requires that the Department Chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department's academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The Department 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 Department Chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B. Other Administrators

Chair's Cabinet

The Department Chair's cabinet will consist of Vice Chairs of Administration and Finance, Clinical Affairs, Faculty Success, Education of Technicians and Allied Health, Quality and Safety, Research, and Innovation and Technology, and Clinical Division Directors. The Chair's cabinet serves to advise the Chair on matters of the Department.

Vice Chairs

The Vice Chairs shall be appointed by the Department Chair from among members of the Department and shall serve a renewable term of office of three years. The Vice Chairs shall have responsibility for the major categories of activities of the Department, which include clinical

operations, quality and safety, research and innovation and technology. In the absence of the Chair, the administrative responsibilities of the Department shall be directed by a designated Vice Chair. In the absence of the Vice Chair, the Chair shall designate an appropriate senior faculty member to have primary authority.

Periodic review of the Vice Chairs shall be conducted as part of the annual performance and merit review as described in the [Appointments, Promotion, and Tenure document](#), Section V. If the Department Chair or the Leadership Committee, by majority vote, determine that there are possible grounds for termination of appointment of a Vice Chair prior to completion of term of office, a review may be conducted and appropriate action, including dismissal from the position of Vice Chair, may be taken in accordance with the Annual Performance and Merit Review Process. This review for dismissal from a leadership position is distinct from dismissal from a faculty position.

Division Directors

Each Division Director is appointed by the Department Chair. The Division Director shall serve a renewable four-year term of office unless specifically appointed for a shorter term. The Division Director is responsible for the clinical, academic, and financial performance of the division. Each Division Director will undergo review by the Department Chair as part of the Annual Performance and Merit Review Process.

Department Administrator

The Department Administrator (DA) shall be hired by a committee under an external department DA and the Department Chair in accordance to the Departmental and College of Medicine's recruitment guidance. The DA's responsibilities include major finance and fiscal accounting practices with regular review with the Department Chair. The DA shall represent the Department in the standing meetings as part of the Wexner Medical Center and College of Medicine. The DA shall assist the Department Chair in relation to matters arising related to human resources for all staff, learners and faculty. These finance and fiscal practices include clinical operations, research operations, education operations, and endowment accounts in collaboration with the Department's Development Officer.

Clinical Director of Eye & Ear Institute (EEI)

The Clinical Director of EEI is appointed by the Department Chair and the appointment is reviewed annually for continuation of one-year term increments. The Clinical Director of EEI provides oversight of the clinical initiatives for the EEI location.

Clinical Director of Ambulatory Clinical Sites

The clinical director of ambulatory clinical sites is appointed by the Department Chair and the appointment is reviewed annually for continuation of one-year term increments. The clinical director provides oversight of the clinical initiatives for the ophthalmology satellite locations.

Course Director of Continuing Medical Education

The Course Director of Continuing Medical Education is appointed by the Department Chair and the appointment is reviewed annually for continuation of one-year term increments. The Course Director of Continuing Medical Education provides oversight of the continuing medical education activities offered by DOVS.

Director of Community Outreach

The director of community outreach is appointed by the Department Chair and the appointment is reviewed annually for continuation of one-year term increments. The director will serve as the

primary point of contact for outreach related initiatives including the oversight and execution of the DOVS BuckEYE clinic.

Research Director of Vision Sciences and Ophthalmology (ViSOR)

The Research Director(s) of Vision Sciences and Ophthalmology is/are appointed by the Department Chair and the appointment is reviewed annually for continuation of one-year term increments. The ViSOR director provides oversight to solicit external invited speakers from the faculty with the purpose to learn from the invited speaker and to showcase the growth and development the vision research program in our Department and across the OSU campus.

Medical Student Clerkship Director

The Medical Student Clerkship Director shall be appointed by the Department Chair from among the members of the Department. The Medical Student Clerkship Director is responsible for the oversight of all medical student activities including clerkship experiences, didactics presented during all years of medical student training and serving as an advisor for medical students. The Medical Student Clerkship Director will report to the Department Chair periodically on the status of medical student educational activities within the department.

Residency Program Director

The Residency Program Director shall be appointed by the Department Chair from among the members of the Department. The Residency Program Director appointment must be approved by the Graduate Medical Education Committee and the Accreditation Council for Graduate Medical Education (ACGME). The Residency Program Director is responsible for the oversight and administration of the residency program. The Residency Program Director will present monthly reports at the Department Faculty meeting.

Fellowship Program Directors

The fellowship program directors shall be appointed by the Department Chair from among specialty faculty members of the Department, and all fellowship directors must be approved by the Graduate Medical Education Committee. The specialties with approved fellowships include cornea, glaucoma, neuro-ophthalmology and retina. Fellowship directors are responsible for the oversight and administration of their respective fellowship programs.

Wellness Director

The ophthalmology Wellness Director is appointed by the Department Chair and the appointment is reviewed annually for continuation of one-year term increments. The Wellness Director identifies and communicates wellness opportunities to DOVS.

C. Committees

Much of the development and implementation of the Department's policies and programs is carried out by standing and ad hoc committees. Each committee chair shall be appointed by the Department Chair from among the members of the Department for a term of at least two years that may be renewed by the Department Chair. Each Committee Chair is responsible for the regular functions of the committee, including organization and conduct of meeting at intervals specified by the committee charge, and presentation of periodic reports at Department meetings. The Department Chair is an ex officio member of all departmental committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Promotion and Tenure Committee.

The standing committees of the Department are: the Appointments, Promotion and Tenure Committee, the Clinical Competency Committee, the Finance Committee, the Program Education Committee, the Quality Assurance Committee, the Research Committee, the Resident Selection Committee, and the Space Committee.

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

Appointments, Promotion and Tenure Committee: This committee is composed of three to five faculty at the rank of Professor and two to four faculty at the rank of Associate Professors. This committee is chaired by the Appointments, Promotion and Tenure Committee Chair. Among these faculty members, at least three will be tenured faculty. The remaining faculty members may be non-probationary clinical or research faculty who will participate only in cases when a candidate is a clinical or research faculty member, respectively. The committee's chair and members are appointed by the Department Chair. If fewer than three faculty members are eligible, additional eligible faculty from a related discipline shall be selected in accordance with procedures described in the department's [Appointments, Promotion and Tenure document](#). The term of service is three to five years, with reappointment possible.

Regarding duties, the Appointments, Promotion and Tenure Committee is to provide the Department Chair with significant consultative input concerning the appointment of faculty and promotion and tenure of existing department faculty, and other related matters in accordance with the department's [Appointments, Promotion and Tenure document](#).

Clinical Competency Committee: This committee is composed of three or more members of the active teaching faculty who serve in an advisory role to the residency program director. The committee members and chair are appointed by the Residency Program Director. The committee meets biannually to assess the progress of all residents in the area of the ACGME milestones. The term of service is three to five years, with reappointment possible.

Finance Committee: This committee consists of at least three faculty members appointed by the Department Chair. The Vice Chair of Administration and Finance chairs this committee. The committee is advisory to the Department Chair on all fiscal matters except for decisions concerning faculty salary, which is the responsibility of the Department Chair. The term of service is three to five years, with reappointment possible.

Program Education Committee: This committee is composed of the Residency Program Director (who serves as committee chair), site directors for each residency rotation site, two faculty members and at least one resident, but all residents are invited to participate on the committee. This committee reviews and evaluates the residency program. The term of service is three to five years, with reappointment possible.

Quality Assurance: This committee is the responsibility of the Department Chair with the assistance of the Vice Chair of Quality and Safety. The committee will maintain an ongoing assessment of the quality of care provided to patients by members of the Department and to

document outcome results for both inpatient and outpatient treatment. Results of the committee evaluation are to be reported to the faculty at every other scheduled faculty meeting and any written report should become part of the faculty meeting minutes. The term of service is three to five years, with reappointment possible.

Research Committee: This is composed of three faculty members who are actively involved in both clinical and bench research. The committee, chaired by the Vice Chair of Research, will monitor research activity in the Department, make recommendations to the Chair in the assignment of research space, and assist faculty, residents, fellows, and students in organizing and conducting research projects. This committee will maintain current information on developing grant proposals and provide assistance to faculty in developing and submitting competitive grant applications locally and to extramural sources. With the input of the Department Chair, the research committee will support scholarship activities related to the meeting and seminar series called ViSOR (**Vision Sciences and Ophthalmology Research**), which was launched in 2020. ViSOR has the purpose to invite external, renowned speakers so that we can learn from them and showcase our research program growth. In addition, the research committee together with the Department Chair will encourage the voluntary participation in Chalk Talks as part of grantsmanship in preparation for grant submissions. The term of service is three to five years, with reappointment possible.

Resident Selection Committee: This committee is composed of two or more faculty members of any rank selected by the Residency Program Director. The Residency Program Director chairs this committee. Additional committee members may be selected by the Residency Program Director in consultation with the Department Chair. Adjunct faculty members may be asked to serve on this committee if they are actively involved in resident education. The committee organizes and conducts interviews and makes the final decision on which candidates are to be recommended to the Residency Program Director and Department Chair to be offered a residency position. The term of service is three to five years, with reappointment possible.

Space Committee: This committee is composed of two or more faculty members of any rank appointed by the Department Chair. The committee will maintain an accurate record of all space assignments within the Department and assist the Department Chair in assigning and reassigning space to support the mission of the Departmental faculty and staff. The term of service is three to five years, with reappointment possible.

VIII. Faculty Meetings

The Department Chair will provide to the faculty a schedule of department faculty meetings at the beginning of each fiscal year. Faculty meetings are scheduled monthly. The Department Chair may elect to call a special meeting when a matter of importance requires faculty consultation. A meeting of the departmental faculty will also be scheduled on written request of 25% of the faculty. The Department Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. Meeting minutes will be maintained of each faculty meeting and disseminated by the Department Chair (or designee) 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. Records will be maintained of any other actions covered by this statement of administrative policy.

Special policies pertain to voting on personnel matters, and these are set forth in the department's [Appointments, Promotion and Tenure Document](#).

For purposes of discussing departmental business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum is constituted when a simple majority (>50%) of the faculty eligible to transact business for vote are present.

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

When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the Department Chair will necessarily make the final decision.

The Department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally faculty 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 Chair based on departmental needs as well as faculty productivity and career development.

It is imperative that each faculty member have assignments that reasonably and appropriately represent 100% of their effort. Faculty members are expected to meet their clinical/service, teaching, administrative and research obligations. Situations in which a faculty member does not meet those expectations will be addressed through the relevant processes pertaining to workload reassessments, resource allocation, salary or FTE reductions as specified in the College of Medicine Policies, University Faculty Rules and the faculty member's letter of offer.

With the exception of research faculty, 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, research faculty are generally expected to support 90-95% of their total annual salary on extramural funding.

Exclusive of start-up funds that may be provided to help establish a research program, faculty members are expected to generate the financial support for their laboratory staff, supplies, and other expenses.

Overall workload expectations should ensure a balance of faculty time and effort spent in teaching, research and service according to the expectations of the faculty appointment types

(Tenure-Track, Clinical, Research, Associated). The mission of the Department will determine the relative balance desired. Achievement of the balance for the Department, through the assignment of duties to individual faculty, is the responsibility of the Department Chair. Many faculty members voluntarily take on a variety of professional activities that fall outside the Department's policy on faculty duties, responsibilities, and workload. These activities often benefit the Department or the University and, to the extent possible, should be taken into account in considering a faculty member's total workload. When a faculty member seeks relief from Departmental obligations or requests to be absent for any reason, a leave of absence form must be submitted and approved by the Department Chair. Such communications are made between the individual faculty member and Department Chair.

1. Instructional activity includes but is not limited to teaching formal courses, the teaching and supervision of medical students, postgraduate (medical and non-medical degree) students, undergraduate students, graduate students, residents, fellows, and practicing physicians. The individual faculty member's teaching load is determined by the Department Chair in consultation with Division Directors, Directors, and appropriate Vice Chairs. The Department Chair has the ultimate responsibility to determine the balance in teaching required to meet the needs of the Department. Teaching load assignments will be differential in accordance with the previous year's assessment of the faculty member. Since the Department offers limited classroom instruction, variations in instructional activity are balanced by the amount of contact time each faculty member has with assigned students, residents, and fellows in their daily activity and involvement in other scholarly activity.
2. Service activity includes administrative work for the Department, College, University Hospitals, or University, participation in professional organizations, professional consultation, and service to local, state, national, and international communities.
3. Scholarly activity includes the production of new knowledge or creative work, creative writings or the development of new instrumentation or techniques.
4. Any disagreement between the Department Chair and a faculty member related to faculty duties and responsibilities shall be resolved as provided for in this document.
5. Departures from the average benchmark levels of instructional, scholarly, and service activity will be taken into consideration relative to promotion and tenure and salary determinations.
6. Faculty participation in the development of, or changes in Departmental workload policies shall be allowed and encouraged as provided for in this Department Pattern of Administration.

The Department Chair is also responsible for assuring that every faculty member has duties and responsibilities commensurate with their appointment and that Departmental workload is distributed equitably among faculty. While faculty are expected to exercise self-determination in conducting their research or other scholarly activity, the Department Chair assigns teaching and in most cases, Departmental service. In making these assignments, the Department Chair must balance the needs of the Department with the preferences of the faculty member within the context of the Department's policy on faculty duties, responsibilities, and workload.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and departmental meetings and events even if they have no formal course assignment. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours in order to be readily available to students. Office hours are at the discretion of individual faculty members and given the wide array of teaching roles, a policy for uniform office hours is not feasible. Faculty members should not be away from campus for extended periods of time unless on approved leaves. Faculty members are expected to work at a University worksite during normal work hours. Flexibility for an alternate location can be provided through consultation and documentation with the Department Chair or the Dean. Any faculty working out-of-state for more than 30 days in a year must be approved by the Dean.

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

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

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

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties, responsibilities, and workload 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

Faculty members on the tenure-track are expected to contribute to the university's tripartite mission of teaching, scholarship, and service, and are expected to have a relative emphasis of their efforts on research or other scholarly accomplishments. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected.

Teaching

All tenure-track faculty are expected to contribute to the department's teaching. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). Faculty members are also expected to advise students and supervise independent studies and thesis and dissertation work.

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

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

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

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's [Appointments, Promotion, and Tenure Document](#). The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). Over a four-year rolling period a faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of similar quality and length as articles. Faculty engaged in basic or applied research are expected to attract extramural funding that supports at least 50% effort of the salary. Support for graduate students is expected to be budgeted through faculty grants. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

Service

Tenure-track faculty members are expected to be engaged in service and outreach to the department, university, profession, and community. The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload according to the university [workload guideline](#). This will typically include service on departmental committees as well as participation in faculty meetings, recruitment activities, and other departmental events.

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

B. Clinical Faculty

The Department of Ophthalmology and Visual Sciences (DOVS) appoints clinical faculty. Clinical faculty members are expected to have responsibilities in all aspects of the academic mission and are expected to have a relative emphasis on teaching and service. Clinical faculty members are expected to contribute to the department's research and education missions, as reflected by participation in graduate program development and teaching. Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track.

The DOVS appoints clinical faculty. These appointments exist for faculty members who focus principally on the education needs for DOVS. The standard workload expectations for full-time clinical faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Clinical faculty members are expected to contribute to the department's research and education missions, as reflected by participation in graduate program development and teaching. Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship.

C. Research Faculty

Research faculty members are expected to have an emphasis on scholarly accomplishments with a service component, but with no teaching requirement.

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

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

Standard workload expectations for full-time research faculty members are 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer.

D. Associated Faculty

The associated faculty's primary function is education and patient care, though scholarly activity is encouraged. 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 Department of Ophthalmology and Visual Sciences strives to be a family-friendly unit in its efforts to recruit and retain high-quality faculty members. To this end, the Department is committed to adhering to the College of Medicine's guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status

The faculty member requesting the modification of duties and the Department Chair should be creative and flexible in developing a solution that is fair to both the individual and the 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](#).

See also Parental Leave Policy in Section XV.

X. Course Offerings, Teaching Schedule, and Grade Assignments

The Department Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

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 Department Chair may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XI. Allocations of Department Resources

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

Space

The Chair will make space assignments in consultation with the space committee and the faculty considering primarily the principle of proximity of faculty members to their primary area of activity related to patient care and teaching. Space for staff support will be located, whenever possible, to facilitate close interaction with faculty and patients. In allocating space, an attempt will be made to provide each faculty or section with adequate space for resources necessary to conduct their assigned duties.

Research space will be assigned and reassigned by the Department Chair with the following priorities:

1. Faculty with research funded by grants or contracts administered through the OSU Research Foundation
2. Faculty members with research funds from other sources e.g. gifts, development funds, department enrichment funds, OSU internal grants, etc.
3. New faculty with research interests
4. Faculty members with funding in the past 2 years
5. Other faculty and departmental projects

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 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 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 Department Chair will determine the policies governing allocation of release time funds to the principal investigator, the Department, and the College in accordance with existing requirements.

Fiscal

The Department Chair is responsible for the fiscal health of the Department and for assuring that all resources are allocated in a manner that will optimize achievement of Department goals.

Annually, the Department Chair in consultation with the Dean, will ascertain available Departmental and College funds and will make decisions on an equitable allocation of these funds to support the various needs of the department. The Department Chair will discuss the departmental 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 Department Chair.

The allocation of salary funds is discussed in the [Appointments, Promotion and Tenure document](#).

XII. Leaves and Absences

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

Resources [Policies and Forms website](#). The information provided below supplements these policies.

Discretionary Absence

Faculty are expected to make an appropriate absence request for absence in [Workday](#) well in advance of a planned absence (for vacation, 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 Department 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 academic year is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)).

Absence for Medical Reasons (Sick Leave)

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

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 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.

Unpaid Leaves of Absence

A faculty member may request an unpaid leave of absence for personal or professional reasons. 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 Dean, Office of Academic Affairs, and the Board of Trustees. The University's policies with respect to unpaid leaves of absence are set forth in [OHR Policy 6.45](#).

Faculty Professional Leave

Tenured faculty are eligible for Faculty Professional Leave, also known as sabbatical leave, in accordance with the standards and requirements set forth in the Office of Academic Affairs' policy on Faculty Professional Leave. The Faculty Professional Leave program (FPL) was created to give faculty a period of uninterrupted time to invest in their professional development. Activities that entail little or no investment in new skills and knowledge are not appropriate for the program. In addition, faculty should restrict other employment activity during a leave,

including employment approved under the paid external consulting policy, to that which clearly enhances the purposes of the leave. FPL proposals generally emphasize enhancement of research skills and knowledge. However, faculty members may use an FPL for substantial investment in pedagogical or administrative skills and knowledge when these are judged to be mutually beneficial to the faculty member and their academic unit.

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

It is recommended that the faculty member submit proposals to the Department Chair at least three months in advance of the proposed leave. The Department Chair will review the proposal consistent with the Department's guidelines for Faculty Professional Leave, as described in the Department's pattern of administration. If approved, the Department 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.

The Department 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.

Parental Leave

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

University Business Travel

First and foremost, all faculty members, including administrators, have a primary obligation to exercise the responsibilities of their position. While being away from the University is a reasonable and necessary component of this responsibility, it cannot be at the detriment of their University obligations. Excessive outside commitments fundamentally undermine a person's ability to do their job. In any given situation numerous college and university policies may apply, and it is the faculty members' responsibilities to adhere to all such policies.

Faculty members frequently have the opportunity to participate in activities outside of the University (e.g. attending academic conferences, lecturing at other Universities, etc.) which are important for the development of their academic careers, and which enhances the national reputation of the College and University. The importance of undertaking these activities must be balanced with each faculty member's commitments and responsibilities to the Department and College. The amount of approved business travel must be appropriate and consistent with the University policies on Financial Conflict of Interest and Conflict of Commitment.

XIII. Additional Compensation and Outside Activities

A. Supplemental 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.

Supplemental 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 (1) 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, or (2) an appropriate committee of the department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

The Department and College expects faculty members to carry out the duties associated with their primary appointment with the University at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the Department Chair regardless of the source of compensation. 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 supplementally compensated activities and external consulting combined.

B. Outside Activities (including paid external consulting)

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

The college encourages 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](#).

Engagement of faculty in outside activities are at the discretion of the Department 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.

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 OSUMC Sharepoint.
2. Outside activities must be approved by the Department 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.
4. Faculty must use vacation leave (or unpaid leave) for any outside activities that occur during normal business hours, whether the outside activity is paid or unpaid.

C. 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.

D. 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.

E. 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 departments from the college, departments 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.

E. 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, 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 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 faculty financial conflicts of interest is presented in the University's policy on [Policy on Outside Activities and Conflicts](#).

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

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

about conflicts of commitment is included in Section IX. Finally, faculty are expected to disclose any relationship (whether paid or unpaid) with foreign institutions, companies, or collaborators.

XV. Grievance Procedures

Members of the Department with grievances should discuss them with the Department Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances. If the grievance involves the Department Chair or the Department Chair is not the appropriate contact for some other reason, the faculty or staff member should bring the matter to the attention of the Dean or a Vice/Associate Dean.

A. Salary Grievances.

Salary grievances are first reviewed by the Department Chair. A faculty or staff member who believes that their salary is inappropriately low should provide documentation to support the complaint.

In cases that cannot be resolved at the department level, a faculty member may file a salary grievance with the Dean. The Salary Appeals Committee handles salary appeals according to procedures outlined in the OAA [Policies and Procedures Handbook](#).

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

B. Faculty Promotion and Tenure Appeals.

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

C. Faculty and Staff Misconduct.

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

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

D. Harassment, Discrimination, Sexual Misconduct, and Relationship Violence.

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/Division Director/Department Chair, they will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Program Director/Division Director/Department Chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. See Faculty Rule [3335-8-23](#).

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/Division Director/Department Chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

G. Academic Misconduct.

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

Professional Student Honor Code

Professionals have a moral responsibility to themselves, to their patients, to their associates, and to the institution with which they are affiliated, to provide the best service possible. Personal ethics require certain inherent elements of character that include honesty, loyalty, understanding, and the ability to respect the rights and dignity of others. Personal ethics require conscientious preparation during one's academic years for eventual professional duties and responsibilities. A continuation of the development of professional efficiency should be accomplished by observation, study, and investigation during one's entire professional life. Strength of character should enable one to rise above prejudice in regard to race, creed, or economic status in the interest of better professional service. To maintain optimum professional performance, one should be personally responsible for maintaining proper physical and moral fitness. Finally, it must be realized that no action of the individual can be entirely separated from the reputation of the individual or of their profession. Therefore, a serious and primary obligation of the individual is to uphold the dignity and honor of their chosen profession by thoughts, words, and actions.

Academic Due Process

Academic due process involves the process by which individual student performance issues are considered for action by the faculty. This process encompasses issues related to deficiencies in knowledge skills attitudes and/or behaviors of the learner. Each academic program within the College of Medicine shall develop a program specific mechanism for ensuring academic due process of learners. Learners can refer to the DOVS student rotation guides to identify this process.

Challenge Related to a Grade

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

History of this Document

- This document was accepted and approved by the Department of Ophthalmology faculty on May 25, 1989. It was returned by the Office of Academic Affairs on June 23, 1989. Academic Affairs requested that we include additional provisions as outlined in Faculty Rule 3335-3-35.
- The revised document was presented to the faculty on November 30, 1989 and approved. Academic Affairs approved the revised document on December 18, 1989.
- On July 15, 1993, the faculty approved the Faculty Workload Policy **as an addendum** to the Patterns of Administration (now superseded).
- On October 29, 1993, Dr. Ron St. Pierre communicated that Academic Affairs requested that the Faculty Workload Policy needed to be revised to include minimum and maximum percentage assignments under the area of instruction.
- The Faculty Workload Policy was again revised and presented to the faculty for a vote on November 4, 1993. The policy was approved by the faculty.
- On October 8, 1993, the Provost requested an update of the Patterns of Administration and the Criteria for Promotion, Tenure and Salary increase documents. This was requested to comply with the Faculty Rule that after reappointment of a Chair, these documents should be presented to the faculty for consultation.
- The Patterns of Administration document was revised and approved by the faculty on August 17, 1995.
- The Patterns of Administration document was reaffirmed by the Ophthalmology faculty at a meeting held on August 14, 1997.
- The Pattern of Administration document was approved by the Ophthalmology faculty at a meeting held on September 7, 2000. The document was returned for revision on October 11, 2000.
- This document was revised and approved by the faculty at a meeting held on December 8, 2000.
- The document was returned for revision on January 16, 2001. This document was reviewed and revised on September 19, 2002.
- This document was revised and approved by the Ophthalmology Faculty at our monthly meeting on October 5, 2006.
- This document was returned by Academic Affairs for revisions. These were accomplished and presented to Faculty Members for approval on November 2, 2006.
- This document was reviewed and reaffirmed by the Ophthalmology Faculty at a meeting held on November 13, 2008.
- This document was returned by the Office of Academic Affairs for revisions on December 17, 2008.
- This document was approved with the revisions by the Ophthalmology Faculty at our monthly meeting on March 12, 2009.
- This document was approved with the revisions by the Ophthalmology Faculty at our monthly meeting on April 21, 2016.
- This document was approved with revisions by the Ophthalmology Faculty at our monthly meeting on May 18, 2017.
- The POA document was harmonized with the COM changes [approved April 14, 2020] with additional revisions by the new Chair. Faculty had the opportunity to review, provide revisions and then approved the revised POA on November 25, 2020.
- This POA document was edited further by Chair as per notes from Vice Dean of Faculty Affairs [November 1, 2021]. Faculty had the opportunity to review, provide feedback, and approved the revised POA on December 15, 2021.

- Clarified and confirmed with Dr. Cynthia Roberts that historically there was a category of “Clinical Faculty, PhD” in the past at COM and this Department; however, this category of appointment is no longer present.
- January – February 2022 responded to OAA comments, made some other edits with Trish Weber and Dr. Cynthia Roberts, assured accurate URL links, and adjusted pages on Table of Contents.
- October 3, 2022, SM finalized edits and clarified language of former use of “Courtesy A” and “Courtesy B” clinicians which is now called “Associated faculty” to be consistent with COM POA.
- January 20, 2024, SM finalized edits, responded to messages.
- June 19, 2024, SM responded to messages on pgs 1 and 14.
- August 23, 2024, SM responded to Melinda Nelson’s comment, harmonized roman numeral section numbering, harmonized the TOC
- This document was approved with revisions by the Ophthalmology Faculty at our monthly meeting on December 19, 2024.
- Edits back and forth between COM and DOVS; 10/24/25 SM made edits for SB1 compliance; continued after edits from MI for SB1 and harmonize with COM POA, typos, and addition of 2 leadership descriptions to cover Jeremy O and Chrissie E positions. Then 11/17/25, Trish Weber and I clarified to focus POA on faculty leadership positions and DA.