

**Pattern of Administration
for
The Ohio State University
Department of Otolaryngology-
Head and Neck Surgery (OHNS)**

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Table of Contents

I	Introduction	3
II	Department Mission	3
III	Academic Rights and Responsibilities	4
IV	Faculty and Voting Rights	4
V	Organization of Department Services and Staff.....	5
VI	Overview of Department Administration and Decision-Making	5
VII	Department Administration	5
	A Department Chair	5
	B Other Administrators.....	6
	C Committees.....	8
VIII	Faculty Meetings	10
IX	Distribution of Faculty Duties and Responsibilities	10
	A Tenure-track Faculty	11
	B Clinical Faculty	12
	C Research Faculty	12
	D Associated Faculty.....	13
	E Modification of Duties	13
	X Course Offerings and Teaching Schedule	13
XI	Allocation of Department Resources.....	13
XII	Leaves and Absences.....	14
	A Discretionary Absence.....	14
	B Absence for Medical Reasons	14
	C Unpaid Leaves of Absence.....	14
	D Faculty Professional Leave.....	15
	E Parental Leave	15
XIII	Supplemental Compensation and Paid External Consulting	15
XIV	Financial Conflicts of Interest	16
XV	Grievance Procedures	16
	A Salary Grievances.....	16
	B Faculty Promotion and Tenure Appeals.....	16
	C Faculty Misconduct.....	16
	D Harassment, Discrimination, and Sexual Misconduct.....	17
	E Violations of Laws, Rules, Regulations, or Policies	17
	F Complaints by and about Students	17
	G Academic Misconduct.....	17

I Introduction

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

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

II Department Mission

The Department of Otolaryngology-Head and Neck Surgery (OHNS) of the Ohio State University is dedicated to the achievement of excellence in education, research and clinical care in all of the various disciplines encompassed by the specialty.

The department is a participant in the education of medical students at all levels of the medical curriculum. It also educates medical school graduates in an OHNS residency program, and in other residency and fellowship programs associated with the specialty. Graduates of these programs become eligible for certification by specialty boards and similar agencies. The department instructs graduate students in the College of Medicine's masters and PhD level program and in other related disciplines. In addition, the department trains postdoctoral fellows in both basic and clinical science categories. The department also conducts a variety of teaching programs for practicing physicians. From time-to-time members of the department may also participate in educational projects for the general public.

The department members, including both those with medical and non-medical doctoral degrees, conduct basic, translational and clinical research. Laboratories associated with the department are active in the instruction of pre-medical students, medical students, residents, postdoctoral fellows and graduate students in research methodology and technique. Department research is supported by both internal and external funding. Department members are engaged in collaborative projects with researchers in other departments of the University and outside of the University. The results of these various efforts are regularly presented at various scientific meetings and symposia, and they are published in books, journals and other media.

Physician members of the department are active practitioners of OHNS and its associated specialties. Members of the department who are non-physician practitioners engage in practice related to their area of expertise. These faculty members are organized into divisions based upon surgical specialties and fellowship programs; these divisions are responsible for providing care to patients whose medical problems are encompassed by the specialty or sub-specialty. The department strives to maintain a clinical staff with the capability of providing a broad spectrum of surgical and related services, with special expertise in the management of complex and unusual problems in addition to those considered more common.

Department members also participate in the administration and governance of the OSU Wexner Medical Center and Nationwide Children's Hospital, the College of Medicine and the University through service as members and officers of various committees. In addition, faculty members serve local, regional and national medical organizations in a variety of administrative positions. Faculty members may also serve as members and officers of other charitable and service organizations on a local, regional and national level.

The department performs regular reassessments of the effectiveness of its efforts in teaching, research and service. A comprehensive evaluation is performed and published as the department of OHNS Annual Report.

A critical component of the department mission is the dedication to continuous improvement in the quality of its contributions to the discipline and practice of OHNS and its various specialties, and to the provision of personalized health care for all of its patients.

III Academic Rights and Responsibilities

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

IV Faculty and Voting Rights

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

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

The department of OHNS makes clinical appointments. Clinical faculty titles are assistant clinical professor, associate clinical professor, and clinical professor. On 5/11/2022, the department faculty voted to reaffirm governance rights to clinical faculty. Clinical faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and research appointment and promotion decisions. Any clinical faculty member appointed by the unit may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

Because the [clinical units](#) within the College of Medicine have an approved exception to [Faculty Rule 3335-7-03](#), there is no cap on the number of clinical faculty in the Department of OHNS.

The Department of OHNS makes research appointments. Research faculty titles are research assistant professor of OHNS, research associate professor of OHNS, and research professor of OHNS. On 5/11/2022, the department faculty voted to reaffirm governance rights to research faculty. Research faculty may vote in all matters of department governance except tenure-track appointment, promotion, and tenure decisions and clinical appointment and promotion decisions. Research faculty may participate in discussions of research faculty matters including promotion reviews.

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

The department of OHNS makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, practice titles, lecturer titles, and visiting titles. On 5/11/2022, the department faculty voted to reaffirm governance rights to paid associated faculty, with the exception of visiting faculty. Paid Associated faculty, with the exception of visiting

faculty, may vote in all matters of department governance except personnel decisions. Visiting faculty may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

Emeritus faculty in this department are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

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

Academic administrators within OHNS include the Vice Chair of Clinical Operations, Vice Chair of Education and Vice Chair of Research. There is also a Director of Social Media along with Division Directors for all subspecialties. The department also has an Administrator and Administrative Manager.

VI Overview of Department Administration and 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 department chair. The nature and importance of any individual matter determine how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

VII Department Administration

A Department Chair

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

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

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

including written evaluation by students of the course and instructors, and periodic course review by the faculty.

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

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

Operational efficiency requires that the department chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, are most successful when 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

Supporting the Chair of the Department are four Vice Chairs, each responsible for a specific portion of the departmental mission. The Vice Chairs are as follows:

Vice Chair of Clinical Operations - At the discretion of the Department Chair, a Vice Chair of Clinical Operations may be appointed for a four-year term, renewed annually following yearly evaluation by the Department Chair, with reappointment possible. The Vice Chair of Clinical Operation's primary responsibility will be promotion of clinical operations within the department as determined by the Department Chair and Departmental Pattern of Administration. The Vice Chair

assists and advises the Department Chair with regard to the day-to-day clinical operations in the department – to include clinics, ORs, and inpatient service, and serves as a liaison between the Clinical and Tenure Track Faculty and the Chair. The Vice Chair for Clinical Operations is a senior faculty member with an MD/DO or MD/DO-PhD degree, and a proven record of clinical excellence, service, administrative experience and leadership skills.

Vice Chair of Education - At the discretion of the Department Chair, a Vice Chair of Education may be appointed for a four-year term, renewed annually following yearly evaluation by the Department Chair, with reappointment possible. The Vice Chair of Education's primary responsibility will be promotion of education within the department as determined by the Department Chair and Departmental Pattern of Administration. The Vice Chair of Education assists and advises the Department Chair with regard to medical student, resident, and fellow education in the department, and serves as a liaison between the Clinical, Research and Tenure Track Faculty, the medical students, residents, and fellows and the Chair. The Vice Chair for Education is a senior faculty member with an MD/DO, MD/DO-PhD, or PhD/PsyD degree, and a proven record of research excellence, service, administrative experience and leadership skills.

Vice Chair of Research - At the discretion of the Department Chair, a Vice Chair of Research may be appointed for a four-year term, renewed annually following yearly evaluation by the Department Chair, with reappointment possible. The Vice Chair of Research's primary responsibility will be promotion of research within the department as determined by the Department Chair, and Departmental Pattern of Administration. The Vice Chair of Research assists and advises the Department Chair with regard to research in the department, and serves as a liaison between the Clinical, Research and Tenure Track Faculty and the Chair. The Vice Chair for Research is a senior faculty member with an MD/DO, MD/DO-PhD, or PhD/PsyD degree, and a proven record of research excellence, service, administrative experience and leadership skills.

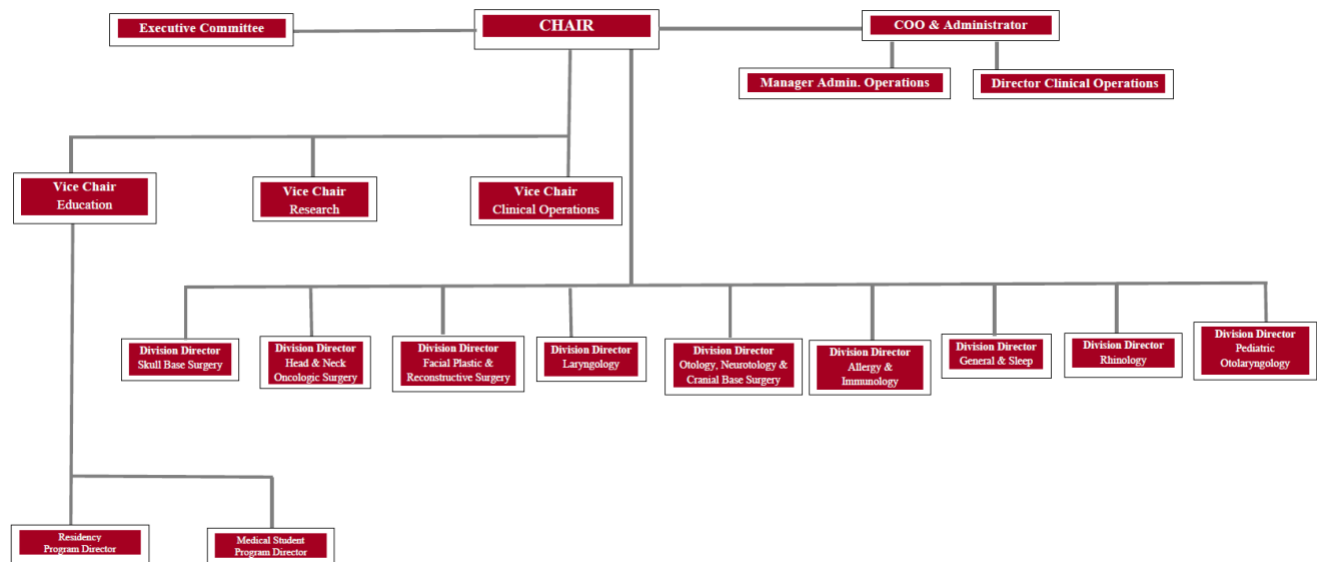
In addition, the department is organized into Divisions, which represent the various subspecialties within the discipline. Each Division constitutes an academic sub-unit, responsible for clinical care, teaching, research and financial performance related to the specific discipline. Each Division will have a Director who oversees these responsibilities. The director and the individual members of each Division are responsible for the care of patients and research falling within that subspecialty and for contributing to the overall mission of the department.

Divisions in the department are as follows:

- Allergy and Immunology
- Facial Plastic and Reconstructive Surgery
- General Otolaryngology
- Head and Neck Oncologic Surgery
- Laryngology
- Otology, Neurotology and Cranial Base Surgery
- Pediatric Otolaryngology
- Rhinology
- Skull Base Surgery

Divisions may be added, deleted or rearranged from time to time in accordance with the clinical and academic priorities of the department.

Reporting relationships as well as the general areas of responsibility for the Vice Chairs, the Division Directors and other senior officials in the department are outlined in the structural diagram below:



C Committees

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

Standing committees, special committees, task forces, etc. will be created and faculty assigned to them to meet department needs. The selection of faculty to serve on these assignments shall consider factors such as expertise, interest, workload, and the diversity of interest within the department. Faculty duties and assignments shall be reviewed and evaluated annually by the Chair to ensure that assignments are distributed equitably.

Appointments: Appointments to standing committees and the appointment of the Chairs of these committees shall be made by the department chair. Appointees shall be advised of committee objectives by the department chair.

Term of Office: In order that committee responsibilities may be shared by the department faculty, the normal term of office shall be for a minimum of two years beginning on July 1 of the academic year of appointment. A faculty member shall be eligible for reappointment to the same committee. The normal term of office may be adjusted as necessary to enhance the effectiveness of the committee.

Meetings: Each standing committee shall meet upon the call of the committee Chair or upon petition of two committee members.

Objectives of Standing Department Committees:

- A. Appointments, Promotion and Tenure Committee – Is a standing committee of the department. It is charged with providing the department chair with significant consultative input concerning the promotion and tenure of existing department faculty, and several related matters. In the context of its evaluation of candidates for promotion and tenure, the committee is responsible for preparing the case of each candidate for presentation to the

eligible faculty, and for preparing a letter for the department head which summarizes the eligible faculty's assessment of the candidate's teaching, scholarship and service efforts. The committee consists of the Appointments, Promotion and Tenure Chair and 2 additional tenured faculty members. The committee's chair and membership are appointed by the department chair or designee. The term of service is three years, with reappointment possible. When considering cases involving clinical faculty the Promotion and Tenure Committee may be augmented by 2 additional non-probationary clinical faculty members. When considering cases involving research faculty the Promotion and Tenure Committee may be augmented by 2 additional non-probationary research faculty members.

- B. Executive Committee – Meets monthly and reviews the department's overarching operations and finances. The Committee is comprised of the Department Chair, Vice Chairs, P&T Chair, Division Directors and the Department Administrator.
- C. Education Committee - Reviews the medical student and resident curricula and makes recommendations to the department chair and faculty for curriculum changes and/or more efficient teaching practices. The committee is also involved in the resident selection process. The Education Committee is comprised of the Vice Chair of Education and associate educational Program Directors.
- D. Research Committee – Discusses important topics related to research and suggests potential solutions for addressing issues affecting the research program of the department. In addition, the committee reviews research protocols and/or proposals submitted by junior staff and faculty for possible internal funding or use of laboratory space. Recommendations are made to the department chair for implementation. The committee meets monthly. The research committee is comprised of the Vice Chair of Research and all faculty members who are actively conducting research.
- E. Quality Improvement Committee - Meets ad hoc to devise and review policies, guidelines and procedures within the department, identify opportunities to improve patient outcomes and clinical performance. The committee may be comprised of a Chair who schedules the meetings, receives suggestions and input from faculty on opportunities for improvement, reviews departmental patient safety events and determines areas of focus in conjunction with the committee members consisting of a physician from each clinical division in the department administrator, a resident and research representative.
- F. Patient Satisfaction Committee - Meets quarterly and is comprised of various department faculty and staff involved in patient care. The committee reviews recent patient satisfaction data for the previous quarter. The committee discusses ideas and projects within the Otolaryngology clinic sites that can improve the patient experience from scheduling the patient visit to the actual provider visit. The Committee is comprised of the Committee Chair, who selects a minimum of 2 faculty, 1 resident and 1 staff member.
- G. Workplace of Choice Committee - Meets monthly and is comprised of various department faculty and staff. This committee is dedicated to creating an environment where employees want to work and have long-lasting careers in the department by supporting employee engagement, obtaining feedback, increasing communication, developing internal programs and arranging social events for employees. The Committee is comprised of the Committee Chair, who selects a minimum of 2 faculty, 1 resident and 1 staff member.
- H. Chair Advisory Committee - Meets every other week and is a subset of the Executive Committee that advises the department chair on department objectives and strategies.

Each committee, in consultation with the department chair, establishes operating procedures consistent with the committee's subject matter and its composition, and in accordance with the rules of the department and the University.

VIII Faculty Meetings

The department chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting quarterly and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the faculty. The department chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The department chair will distribute minutes of faculty meetings to faculty by e-mail—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 department's Appointments, Promotion and Tenure Document.

For purposes of discussing department 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 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 department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

IX Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities (See the OAA [*Policies and Procedures Handbook*](#), Volume 1, Chapter 2, Section 1.4.3).

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

During on-duty periods, faculty members are expected to be available for interaction with students, research, and department meetings and events even if they have no formal course assignment. *Faculty will hold office hours as needed.* 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 department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department chair.

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

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

The individual faculty member's teaching load is determined by the department chair in consultation with division directors. 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. Since the department offers little formal classroom instruction, variations in instructional activity are balanced by the amount of contact time each faculty member has with assigned students and residents in their daily activity and involvement in other scholarly activity.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a

faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of similar quality and length as articles. Faculty engaged in basic or applied research are expected to attract extramural funding that supports at least 50% of their annual salary for non-clinical faculty. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession, and community. Typically, this will include service on two committees within the department and one outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university).

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

B Clinical Faculty

The department of OHNS uses the title clinical faculty. These appointments exist for faculty members who focus principally on clinical patient care. Clinical faculty members are expected to focus primarily on patient care in developing “scholarship of practice”. They are expected to further the clinical mission of the department by providing unique clinical services that enhance the referral base for the department and contribute to the clinical fund of knowledge for the specialty. Additionally, clinical faculty contribute to the department’s education mission as reflected by participation in graduate program development and teaching. Clinical faculty members are expected to contribute to the university’s mission via teaching in the clinical arena and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track.

The standard teaching assignment for full-time clinical, faculty members is instruction of residents, fellows and medical students.

C Research Faculty

Research faculty members are expected to contribute to the university’s mission via research.

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

a research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the 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.

Research faculty expectations for research are similar to those for the tenure-track, albeit proportionally greater since 100% of effort for research faculty members is devoted to research. Specific expectations are spelled out in the letter of offer.

D Associated Faculty

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

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

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

E Modification of Duties

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

The faculty member requesting the modification of duties for childbirth/adoption/fostering and the department chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean. See the OHR [Parental Care Guidebook](#) for additional details.

See also Parental Leave Policy in Section XII.

X Course Offerings and Teaching Schedule

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.

XI Allocation of Department Resources

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

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

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

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

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

Faculty members can be eligible for travel funds to be charged to grants, start-up funds or clinical revenue as outlined in their employment contract and with pre approval.

XII Leaves and Absences

In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources [Policies and Forms website](#). The information provided below supplements these policies.

A Discretionary Absence

Faculty are expected to complete a travel request or a [request for absence form](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right, and the 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 semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)).

B Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence form](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the 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](#).

C Unpaid Leaves of Absence

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

D Faculty Professional Leave (FPL)

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

The department's Chair Advisory Committee will review all requests for faculty professional leave and make a recommendation to the department chair based on the following criteria:

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.

E Parental Leave

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

XIII Supplemental Compensation and Paid External Consulting

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

This department adheres to these policies in every respect. In particular, this department expects faculty members to carry out the duties associated with their primary appointment with the university at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the department chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is university policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

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

Should a department faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to them, such textbook or material may be required for a course by the faculty member only if (1) the 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.

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

XIV Financial Conflicts of Interest

Information on faculty financial conflicts of interest is presented in the university's [Policy on Faculty Financial Conflict of Interest](#). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

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

XV Grievance Procedures

Members of the department with grievances should discuss them with the department chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances.

A Salary Grievances

A faculty or staff member who believes that their salary is inappropriately low should discuss the matter with the department chair. The faculty or staff member should provide documentation to support the complaint.

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

Staff members who are not satisfied with the outcome of the discussion with the 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, and Sexual Misconduct

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

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

E Violations of Laws, Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).

F Complaints by and about Students

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the department chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the department chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the department chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the 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 Vice Chair of Education or Vice Chair of Research as appropriate, who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the department's procedures for addressing allegations of violations of the professional student honor code (see Section XVI.G in the College of Medicine [Pattern of Administration](#)).

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