

**Pattern of Administration
for
The Ohio State University
College of Medicine
Department of Physical
Medicine and
Rehabilitation**

Approved by the Faculty: 10/9/2025

Provisionally Approved by the Office of Academic Affairs Date: December 10, 2025

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I. Introduction

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

II. Department Mission

The academic setting in which the Department of Physical Medicine and Rehabilitation functions requires excellence in teaching, research, and service in areas relevant to the field of physical medicine and rehabilitation. It is the mission of the department to enhance its already existing national stature and distinction in these areas and to advance the field of physical medicine and rehabilitation. This advancement will occur through education of skilled professionals, discovery and dissemination of new knowledge, and innovative solutions for improving health that address personalized health care.

In order to ensure departmental balance, reasonable flexibility will be exercised in evaluating individual performance. However, to achieve the mission of the Department of Physical Medicine and Rehabilitation, all faculty members are expected to contribute to the teaching, research and service goals of the department in a manner consistent with the nature of their faculty appointment. Therefore, faculty members on the tenure-track are expected to have a relative emphasis of their effort directed toward research or other scholarly activity whereas clinical faculty are expected to have a relative emphasis in teaching and service. Teamwork and collaboration are fundamental values of this field of medical science and will be considered as part of all evaluations for appointment and ongoing performance. Outstanding performance providing service in physical medicine and rehabilitation provides a model for students at all levels and shall be considered a minimal expectation for appointment, reappointment, and promotion and tenure. The Department of Physical Medicine and Rehabilitation will support this mission while adhering to its Policy on Faculty Duties, Responsibilities, and Workload and providing an environment for the development

of its faculty members.

III. Academic Rights and Responsibilities

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

IV. Faculty and Voting Rights

Faculty Appointments 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 faculty of the Department of Physical Medicine and Rehabilitation (PMR) shall be comprised of individuals who have a full-time or part-time academic appointment. The term “faculty” shall include persons appointed by the Board of Trustees with tenure track, clinical, research, and associated (including rehired emeritus faculty) faculty titles on full or part-time appointments with or without salary.

Faculty roles and responsibilities are defined by the Department in accordance with university rules. Members of the faculty are expected to contribute to the instructional, funded research, scholarship, outreach, and administrative missions and roles of the department. 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.

All faculty letters of offer are issued under the signature of the Department Chair and the Dean. In addition, for faculty in the OSUP/FGP, letters of offer may be signed by health system leadership. Documentation of resources provided by centers, institutes, or other entities is outlined through a memorandum of understanding between the department/school and that entity.

Tenure track titles are Instructor, Assistant Professor, Associate Professor, or Professor, who serve on appointments totaling 50% or more service to the University. Tenure track faculty may vote in all matters of departmental governance.

Clinical faculty titles are Assistant Clinical Professor, Associate Clinical Professor, and Clinical Professor. Clinical faculty on appointments totaling 50% or more service to the University. Clinical faculty members are not eligible for tenure. Individuals appointed to the clinical faculty may not participate in promotion and tenure matters of tenure track faculty or the promotion or reappointment of research faculty. Clinical faculty may vote on clinical faculty matters including appointment, reappointment, and promotion reviews. 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\(C\)\(2\)](#).

As a clinical department in the College of Medicine, the Department of Physical Medicine and Rehabilitation has no appointment cap on clinical faculty.

Research faculty titles are Research Assistant Professor, Research Associate Professor, or Research Professor. Research faculty serving on appointments totaling 50% or more service to the University. Research faculty members are not eligible for tenure. Research faculty may vote in all matters of departmental governance except tenure-track faculty promotion and tenure decisions and clinical faculty reappointment or promotion decisions. Research faculty may vote on research faculty matters including appointment, reappointment, and promotion reviews.

This department's number of research faculty will be no more than 20% of the number of tenure-track faculty, with research faculty positions always constituting a minority with respect to the number of tenure-track faculty in the unit. A majority vote of the department's tenure-track faculty is required to alter this appointment cap.

Associated faculty titles include tenure track faculty who have an appointment less than 50%, adjunct titles, clinical of practice titles, lecturer titles, and visiting titles. Associated faculty may or may not be Ohio State employees. They may or may not be paid. Titles include adjunct instructor/assistant/associate/professor, lecturer and senior lecturer, visiting assistant/associate/professor, and clinical assistant/associate/professor of practice.

Associated faculty, with the exception of visiting faculty, may vote in all matters of departmental governance except personnel decisions. 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. We allow associated faculty who are solely compensated through the Ohio State University Physicians, Inc./[Faculty Group Practice \(OSUP/FGP\)](#) to participate in discussions surrounding departmental decision making, though associated faculty may not vote.

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. See the College [Appointments, Promotion, and Tenure Document](#) for additional detail. 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.

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 the Department of PMR

The department is led by the Department Chair whose term length is set by the College of

Medicine, currently four years. In addition, there are two Vice Chairs: Vice Chair of Research and Vice Chair of Faculty Affairs. Vice Chairs are appointed by the Department Chair. The Department Chair reviews the Vice Chairs for reappointment annually as part of their annual faculty review. The Chair may replace a Vice Chair at any time if they are not meeting expectations.

The department is organized to additionally include divisions made up of faculty in the subspecialties of Rehabilitation Psychology and Pediatric Rehabilitation Medicine. Each of these divisions has a Director and appropriate support staff. The Department Chair reviews the division directors for reappointment annually as part of their annual faculty review. The Department Chair may replace a Division Director at any time if they are not meeting expectations.

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

Support staff for the department also includes a Department Administrator, Clinic Manager, Fiscal Officer, Administrative Assistant, and a Residency Program Coordinator.

VI. Overview of Department Decision-Making

Policy and program decisions are made in a number of ways: by the department faculty as a whole, by standing or special committees of the department, 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 is 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.

Ideally all Department policy and programmatic decisions will be made with input by faculty. This input will be achieved through consultation with the faculty. In addition, in order to solicit broad involvement of the faculty, issues of academic policy that pertain to faculty members including, but not limited to, issues that relate to faculty promotions, tenure, probationary periods, and faculty appointment types will also require a vote of the faculty. In order to implement policy changes as described above, the approval by a simple majority (> 50%) of the faculty will be required. In addition to the issues described above, there may be additional issues on which consultation with the faculty in the department is desirable.

The Department will operate on the principle that the more important the issue is to be decided, the more extensive the agreement on a decision needs to be. Open and widely shared discussion, both formal and informal, will constitute the primary method of reaching agreement on basic decisions. Ultimately, however, the Chair must retain responsibility for final decisions or recommendations to College administration.

VII. Department Administration

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 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.

- 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 them to the mission of the department.
 - Solve problems and support their teams to adapt to changing contexts.
 - Drive cross-functional collaborations to advance goals of the department.
 - Demonstrate commitment to continuous growth for themselves and their teams.
- To have general administrative responsibility for Departmental programs, subject to the approval of the Dean, 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. They will also preside at meetings of the department faculty and appoint all committees unless their membership has been designated by faculty rule or by the faculty.
- To plan with the members of the faculty and the dean of the college a progressive program that encourages research, education, and development endeavors.
- To assign workload according to the department's workload guidelines (see Section IX) and faculty appointment type (and rank).
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both the 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 the 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, make recommendations to the Dean regarding faculty appointments, re-appointments, dismissals, promotions, and matters effecting the tenure of members of the Department faculty, in accordance with the procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and the Department's Appointments, Promotion, and Tenure Document.

- To review salary appeals and other faculty issues in a professional and timely manner.
- To see that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their rank; and in general lead in regard to maintaining morale.
- To maintain a curriculum vitae on all personnel teaching within the Department.
- To see that adequate supervision and training are provided to all faculty and staff who may benefit from such assistance.
- To prepare, after consultation with the faculty, annual budget recommendations for consideration of the dean.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the Dean of the college and the Office of Academic Affairs.
- To partake in philanthropic efforts as needed to support the missions of the Department.

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, the Office of Academic Affairs and Board of Trustees.

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

Other Administrators

- **Vice Chair of Research**: The Vice Chair of Research is appointed by the Department Chair and coordinates a comprehensive research program in the Department and facilitates the acquisition and maintenance of research grants and papers for the faculty. This appointment serves at the discretion of the Department Chair for a term of 4 years, which is renewable. Specific responsibilities include:
 - Facilitation of expanded growth of programmatic opportunities.
 - Serving as an information source to match faculty with similar research interest.
 - Expands and extends infrastructure for high-impact research endeavors by creating partnerships with research centers, institutes, and other University and non-University entities.
 - Developing and maintaining program for investigators to facilitate successful grant applications.
 - Developing seminars and workshops to stimulate interest in research.

- Meet with the department grants manager on a regular basis to troubleshoot any issues with pre and post awards.
 - Provision of assistance to faculty, as requested, in the identification of funding sources.
 - Determination of research space allocation in the department and assist with the identification and negotiation for new space allocation.
 - Serve as a liaison with the College and University Research Offices and serve on appropriate committees as Departmental representative.
 - Integrate the Departmental Research programs with the College and University Programs.
 - Develop a strategic plan to increase research engagement by residents, post-doctoral fellows, and other trainees.
 - Review requests for departmental research funding and present top applications to Chair for funding approval.
 - Integrate research opportunities with the OSU Center for Clinical and Translational Science (CCTS).
 - Act as Chair's delegate in research matters as needed.
 - Collaborates with the College of Medicine Vice Dean for Research in all aspects of the growth and development of the departmental research programs.
 - Guide and facilitate the development of basic sciences within the department and increase the number of funded basic science projects.
 - Identifying opportunities for collaborations between physician/clinician scientists and basic scientists both within the Department and in departments and colleges outside the and within the College of Medicine. These collaborations are expected to result in new funded programs of research.
 - Participate in the design and implementation of the Departmental research strategic plan and assist each division with its own research strategic plan.
 - Identify opportunities for the development of large programmatic grants that consist of cross disciplinary collaborations across the department, College of Medicine and University.
 - Identify opportunities for which researchers in the Department may increase research funding through service as Core facilities for large multi-site grants.
 - Will be expected to attend Vice Chair meetings of the Department.
- **Vice Chair of Faculty Affairs:** The Vice Chair of Faculty Affairs is appointed by the Department Chair and assists the Department Chair in all issues of faculty Appointment, Promotion and Tenure, and issues of ethical academic and professional conduct. This appointment serves at the discretion of the Department Chair for a term of 4 years, which is renewable. The Vice Chair of Faculty Affairs counsels and assists faculty in their development. This office will also serve as a liaison with the Vice Dean for Faculty Affairs of the College of Medicine. Specific responsibilities include:
 - Serve as Chair of the appointed faculty Appointments, Promotion and Tenure Committee.
 - Lead faculty discussions and deliberations regarding Appointments, Promotion, and Tenure issues.
 - Report to the Department Chair the results of all faculty Appointments, Promotion and Tenure Decisions.
 - Work in close collaboration with all divisions in the recruitment of new faculty to allow

- appropriate initial faculty appointment coincident with the formal offers to join the Department.
- Conduct regular individual faculty discussions on career progress and provide advice regarding the attainment of goals leading to appropriate promotion and career advancement. This may also involve review by the Appointments, Promotion, and Tenure Committee and should also include input by the appropriate Division Directors and the Department Chair.
 - Discuss faculty concerns regarding Appointment, Promotion and Tenure decisions and aid in resolution of these concerns on behalf of the Department and in accordance with Departmental, College, and Office of Academic Affairs guidelines.
 - Review and aid in the mediation of concerns regarding ethical academic and professional conduct.
- **Division Directors:** The Division Director(s) are responsible for developing a division with balanced missions for education, research and clinical activities that are integrated and supportive of the goals and objectives of the department. The Division Director(s) are appointed by the Chair of the Department and serves at the pleasure of the Chair. Under the guidance of the Director, the divisional faculty are expected to participate vigorously and regularly in all departmental academic and patient care programs. The responsibilities of the Division Director are broad and diverse and include, but are not limited to the following:
 - Has general administrative responsibility for division, subject to the approval of the Department Chair, and to conduct the business of the division efficiently. This broad responsibility includes the effective and sound administration of divisional finances and supervision of faculty and staff.
 - Is an active participant in faculty development, providing counsel and mentoring and protecting faculty time from excessive administrative or clinical responsibilities.
 - Approves and finalizes all faculty work assignments and distributions of professional effort. This includes clinical service, teaching assignments, administrative responsibilities, and distribution of scholarly and research effort. The Division Director's assignments are final. Faculty members who disagree with these assignments should first discuss with the Division Director and may then consult with the Department Chair who may initiate further mediation at the Divisional or Departmental level.
 - Develop a program of state-of-the-art clinical care, ensures reasonably prompt access to division's in-patient and ambulatory care services, and takes appropriate action to correct any deficiencies.
 - Provides leadership and fosters an environment that supports research such that a reasonable number of grants are submitted to local, state and national funding agencies, seeks a progression in the research program towards a greater percentage of peer reviewed research.
 - Participates in and supports departmental educational programs and initiatives and develops a post-doctoral fellowship or fellowship training program that meets standards established by the AAPMR and/or ABPP for subspecialty Boards.
 - Is an active leader in departmental activities, including support and attendance at departmental Grand Rounds, Faculty Meetings, Department Leadership Meetings, Appointments, Promotion and Tenure meetings and other major departmental activities.
 - Is active in national organizations related to their specialty, publishes in national journals

- and books on a regular bases and encourages division faculty to a high level of scholarly productivity.
- Evaluates faculty members annually in accordance with both University and department established criteria; informs faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
 - **Chief Administrative Officer:** The Chief Administrative Officer is responsible for financial oversight of the department, oversight of department administrative staff, and other institutional requirements as needed for the proper functioning of the Department (e.g., hiring, contracting, etc.).
 - **Medical Directors:** The medical directors in the Department of Physical Medicine and Rehabilitation are appointed by the Chief Medical Officer of the health system in consultation with the Department Chair. From time to time as clinical operations change, other medical director positions may be created by the Chief Medical Officer of the health system in consultation with the Department Chair. Medical directors have direct responsibility for clinical operations to both the Chief Medical Officer of The Ohio State University Wexner Medical Center as well as the Department Chair. They are responsible for ensuring safe, effective, quality care as well as collaborating with the integration of the educational mission with the clinical mission. All medical directors serve one-year terms which are renewable. Performance is reviewed annually by the Chief Medical Officer of the health system in consultation with the department chair.
 - **Residency Program Director:** The Residency Program Director is delegated the responsibility of overseeing the residency program to ensure compliance with all GME requirements. The Residency Program Director oversees and ensures the quality of didactic and clinical education in all sites that participate in the program; evaluates the program faculty, monitors resident supervision at all sites; implements policies and procedures consistent with the institutional and program requirements for the Accreditation Council for Graduate Medical Education (ACGME) accredited Residency Program; monitors resident duty hours compliance and clinical scheduling; completes reporting requirements to ACGME, American Board of Physical Medicine and Rehabilitation, and Institutional GME; advances the research component of GME requirements in overseeing the Resident Research requirements; and oversees Medical Education Committee, Clinical Competency Committee and Residency Coordinator.
 - **Clinic Manager:** The Clinic Manager is responsible for managing all aspects of clinic operations while controlling labor costs and clinic expenses all personnel functions including but not limited to hiring, training, supervising, evaluating, and scheduling staff, and approving payroll; compliance with all governmental agency requirements. The Clinic Manager also develops plans for improvement of financial results clinically and monitors productivity and operational benchmarks, executing change as appropriate; assists with developing, recommending, implementing and maintaining overall organizational structure, systems, and staffing plan to effectively accomplish the goals and objectives of the clinics. The Clinic Manager is also responsible for the clinical operations, and coordinates activities and functions to

ensure efficient organization; is responsible for the clinic access management and utilization management metrics.

Faculty Council Representation

The Department Faculty will nominate and vote for a College of Medicine Faculty Council representative and an alternate from within the department. Each will have a single three-year term. The faculty member(s) may be elected to a subsequent non-consecutive term.

Department Committees

The Department Chair is an ex officio member of all department committees and may vote as a member on all committees except the Promotion and Tenure Committee and the Committee of Eligible Faculty.

Standing committees may be established as necessary to perform on-going work and to maintain the integrity of the Department governance.

Ad-Hoc committees will be established to address specific issues or initiatives as they arise.

Standing Committees

- a. **Executive Committee:** The Executive Committee is led by the Department Chair and is comprised of the Vice Chair for Research, Vice Chair of Faculty Affairs, Residency Program Director, Director of the Division of Rehabilitation Psychology, Director of the Division Pediatric Rehabilitation, Chief Administrative Officer, Clinic Manager, and others at the discretion of the Chair.. The Executive Committee is charged with overseeing all functions of the department, including research, education, and clinical care.
- b. **Appointments, Promotion and Tenure Committee:** The Appointments, Promotion and Tenure Committee conducts the promotion and tenure process and makes recommendations to the Chair on faculty appointment, reappointment, promotion and tenure activities.

The APT Committee is led by the Vice Chair for Faculty Affairs. The AP&T committee's chair and membership are appointed by the Department Chair. The term of service is three years, with reappointment possible. The committee consists of, at minimum, 2-3 professors and 2-3 associate professors, at least 2 of whom are tenure-track faculty (if not available, the department chair will solicit participation from a faculty member from another department in collaboration with the Vice Dean for Faculty Affairs).

When considering cases involving research faculty, the AP&T Committee may be augmented by a non-probationary research faculty member within the Department (or outside the Department if no such faculty member exists within the Department) at the rank of associate professor or professor, as appropriate to the case.

- c. **Medical Education Committee:** The Medical Education Committee is comprised of the Residency Program Director (who chairs the committee), Resident Delegates, Program Site Directors, Course Directors, and a Faculty representative from all divisions under the Department of PMR. The Medical Education Committee is also the Program Evaluation Committee for the Residency Program. The primary focus is on curriculum development of both didactics and rotations, review of annual ACGME Program Evaluation (Resident and Faculty), reviewing and developing SWOT analysis for Residency Program. The Medical Education Committee is charged with assisting the residency program director with monitoring progression toward achievement of PMR-board mandated milestones. Members of the committee without ongoing administrative appointments are appointed by the Chair for 1-year terms.

- d. **Clinical Competency Committee (CCC):** The CCC is charged with the evaluation of resident milestones twice yearly during the PGY2-PGY4 years of training. The committee is comprised of faculty members from the Department of PMR with representation from the Affiliate Institutions (e.g. Riverside Methodist Hospital, Grant Medical Center, Nationwide Children's Hospital, VA, Mount Carmel Medical Center). Committee members will be appointed by the Program Director with a minimum of eight members serving at any time and term length will be one year, renewable at the discretion of the Program Director. The CCC will elect one member to chair the committee, and the Program Director will not be allowed to serve as Chair of the committee. The composition of the CCC will be reviewed annually and changes/updates in membership addressed at that time.

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

- f. **Quality Committee:** This committee will be chaired by the Medical Director of Dodd Rehabilitation Hospital. Members will include the Department Chair, all inpatient rehabilitation service line medical directors, inpatient Dodd therapy and nursing managers, Dodd rehabilitation administration, and other ad hoc members as appropriate. The committee's purpose is to review appropriate quality metrics as well as aligning and monitoring required program components to maintain the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation.

VIII. Faculty Meetings

The Chair will provide the faculty with a schedule of the faculty meetings at the beginning of each academic year. Meetings will generally be held quarterly. Reasonable efforts will be made to call for

agenda items one week ahead of the meeting. The agenda will be distributed before the start of the meeting. A meeting of the faculty may also be called upon written request of at least 25% of the faculty. Minutes of faculty meetings will be distributed by email, within 7 days 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 described in PMR's [APT 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 will be defined as a simple majority of all faculty members eligible to vote. Either the 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. Voting may occur in-person, by email/text, virtually or mail when necessary to assure maximum participation. Faculty members will be given one week to respond when voting by email or mail.

When a matter must be decided and a simple majority cannot be achieved on behalf of any position, the Chair will 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. Roberts Rules will be invoked when more formality is needed to serve these goals.

IX. Distribution of Faculty Duties, Responsibilities, and Workload

The University's policy with respect to faculty duties and responsibilities is set forth in the Office of Academic Affairs [Procedures and Guidelines Handbook](#), Chapter 2, Section 1.4.3. In accordance with their academic appointment, members of the faculty contribute to the university's mission through teaching, research, outreach/engagement, and service. When a faculty member's contributions decrease in one of these areas, additional activity in one or more of the other areas is expected. Fluctuations in the demands and resources of the Department and individual circumstances of faculty members may also warrant changes.

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 performance and merit 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 scheduled clinical duties; interaction with fellows, residents, and students; research obligations; and department meetings and events applicable to the individual faculty member's scope of duties as assigned by the Chair. On-duty periods for faculty include those times when they are scheduled to work clinically or otherwise have scheduled education, research, or administrative duties based upon their duties as assigned by the Chair. All faculty members are expected to attend department meetings.

Every member of the faculty who is assigned university course 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 hours is not feasible.

On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XII) or on approved travel. Faculty members are expected to be accountable for interaction with students, service assignments and other responsibilities.

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

Telework Exception: Faculty members with responsibilities requiring in-person interaction are expected to work at a University worksite to perform those responsibilities. Telework and the use of remote, virtual meetings is allowed if the work can be performed effectively (telework will be encouraged under certain circumstances if it serves the needs of the department, college, medical center, 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. Additional flexibility for an alternate location can be provided through consultation and documentation with the Department Chair and the Dean.

The Department Chair is responsible for ensuring that every faculty member has duties and responsibilities commensurate with their appointment and that departmental workload is distributed equitably among faculty. 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. 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 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.

Table: Approximate effort by APT appointment type in the Department of PMR

Faculty Type	Teaching/Mentoring	Research/Scholarship	Clinical service/clinical administration	Service
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Tenure Track faculty without clinical degrees	40-50%%	40-50%	0%	10-20%
Tenure track faculty with clinical degrees	5-40%	30-85%	15-50%	5-20%
Clinician Educator Pathway Faculty	20-60%	0-50%	25-85%	5-20%
Clinician Scholar Pathway Faculty	5-40%	20-85%	25-50%	5-20%
Clinical Excellence Pathway Faculty	5-40%	0-20%	60-100%	5-20%
Associated Faculty	5-100%, as per contract	0-20%	5-95%	0-20-%
Research Faculty	5-10%	90-95%	0%	5-10%

Elements of unit faculty workload guidelines

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

A memorandum of understanding (MOU) will be created by the department and the other academic unit(s) creating the joint appointment. The MOU will clearly define distribution of the faculty member's time commitment to the department and the other unit(s), the sources of compensation directed to the faculty member, distribution of resources, the planned acknowledgement of the academic units 14 on manuscripts, the manner in which credit for grant funding will be attributed to the department and the other unit(s) and the distribution of grant funds among the appointing units.

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

Tenure Track Faculty

The Tenure-track exists for those faculty members who primarily strive to achieve sustained excellence in the discovery and dissemination of new knowledge, as demonstrated by national and international recognition of their scholarship and successful competition for extramural funding such as that provided by the National Institutes of Health (NIH), the National Institute on Disability and Rehabilitation Research (NIDRR), Patient-Centered Outcomes Research Institute (PCORI), the Centers for Disease Control (CDC), and other public and private sources that apply similar rigor to the grant review process.

Although excellence in teaching and service is required, usually, the primary emphasis is generally placed on research activities. Faculty members who are providing extraordinary efforts in one of the areas (research, teaching, service) may be granted enhanced status in that area with reduced requirements in the other two areas, providing the enhanced efforts are valuable to the department.

Tenure Track faculty are expected to publish regularly in peer-reviewed journals and to obtain extramural funding to support their research. They are expected to provide instruction to residents and/or psychology post-doctoral fellows through didactic instruction and clinical supervision. Teaching obligations can also be fulfilled through continuing education provided to peers. Faculty are expected to provide service to the department through participation on committees and other initiatives or assignments. College and/or university service is strongly encouraged, as is service to external professional organizations and the community.

Clinical Faculty

The Clinical faculty are equivalent in importance to the Department of PMR. The Clinical faculty exists for those faculty members whose principal career focus is outstanding teaching, clinical and translational research and delivery of exemplary clinical care. Clinical faculty members will generally not have sufficient protected time to meet the robust scholarship requirements of the Tenure-track within a defined probationary period. For this reason, the nature of scholarship in the Clinical faculty differs from that in the Tenure-track and may be focused on a mixture of academic pursuits including the scholarship of practice, integration, education, as well as new knowledge discovery. Clinical faculty members may choose to distinguish themselves through several portfolios of responsibility including Clinician-Educator, Clinician-Scholar, and Clinical Excellence pathways (see PMR APT document for details on these pathways). Clinical faculty members are not eligible for tenure and may not participate in promotion and tenure matters of tenure-track faculty.

Research Faculty

Research faculty members are expected to contribute to the university's mission primarily 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.

Associated Faculty

Compensated and uncompensated Associated Faculty are expected to contribute to the university's mission through research, teaching and/or clinical service depending on the terms of their 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.

Modification of Duties

This Department 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 a modification of duties that will 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. A 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.

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

In the Department of PMR, the primary duty for teaching involves bedside teaching responsibilities. In addition, faculty members teach medical students, residents, and fellows through lectures, didactic training, clinical skills laboratory or simulation sessions, small group discussions, or other various modalities. Certain faculty may choose to create and schedule course offerings for students both inside and outside of the College of Medicine including graduate and undergraduate students. Such offerings will be made with approval of the Department Chair. Faculty participation in such courses will be voluntary. The Department will appropriately recognize effort contributed by faculty to those courses by providing reasonably proportional credit for the course. A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled.

If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, the Department Chair may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XI. Allocation of Department Resources

The Department Chair is responsible for the fiscal and academic health of the department and for

assuring that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement of department goals.

The Department Chair is responsible for allocating the resources that are assigned to it in order to make the most effective use of those resources. The 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. Other than faculty time and funds, research space is a major resource. It is essential that research space and support be allocated to faculty members with actively funded research programs that meet College metrics regarding research funding. See [COM Research Space Policy](#). After the preliminary/start-up period, faculty members who have not had extramural funding to support their research may be assigned laboratory space at the discretion of the 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 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 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](#)).

Absence for Medical Reasons (Sick Leave)

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

The university's policies with respect to unpaid leaves of absence and entrepreneurial 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 activities during a leave, including employment approved under the paid external consulting policy, 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.

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's Executive Committee will review all requests for faculty professional leave and make a recommendation to the Department Chair 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. Prior to finalizing approval, the Department Executive Committee will conduct a cost/benefit analysis that will include factors such as immediate and long-term benefits to the department and its mission, impact on other faculty who may need to assume responsibilities of the faculty member on leave, and financial implications. 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.

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 to 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 [Outside Activities and Conflicts Policy](#).

XIII. Additional Compensation and Outside Activities

Additional Compensation

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

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

Should a faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to them, such textbook or material may be required for a course by the faculty member only if the faculty member's Department Chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member.

The 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 additional 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 additionally compensated activities and external consulting combined.

Outside Activities (including paid external consulting)

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

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

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

Engagement of faculty in outside activities are at the discretion of the 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, School Directors, Assistant/Associate/Vice Deans), all paid outside activities and paid professional services **are subject to approval** and reporting requirements. Such faculty are prohibited from engaging in outside activities when the outside activities overlap with the faculty member's administrative responsibilities to OSU. Faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

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

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

Requirements/Restrictions

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

- c. Faculty members may not request reimbursement for expenses related to outside activities.
- d. All outside activities and compensation must be disclosed in the [eCOI](#) within 30 days of College of Medicine approval.

Corrective Actions

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

Outside Practice of Medicine

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

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

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

Policy on Salary Recovery

- Faculty are required to support their salary and/or funding expectations as outlined in their letter of offer or based on expectations outlined in their annual review.
- Per University Faculty Rules, for research faculty it is generally expected that salary recovery/support will be derived from extramural funds. While salary support for research faculty may not come from dollars provided to the department from the college, the department may choose to provide funding from individual departmental faculty research funds, start-up funds, and/or department Chair package funds to maintain the faculty member's salary at 100%.
- Unless specifically required by a funding agency and approved by the College of Medicine (e.g. training grants), without cost (aka cost sharing) effort is not permitted.

- Faculty in 9-month appointments will be eligible for off duty pay (ODP) only if they have satisfied their fiscal obligations. ODP must be supported entirely on extramural funding.
- In addition to salary support, faculty are expected to support their research laboratory as specified in the Workload Policy.

Expenditures

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

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

Conflict of Commitment

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

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

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

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

Educational Conflict of Interest

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

1. Faculty member is currently or previously in a therapeutic relationship with the learner.

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

Having an educational conflict of interest may exert a substantial and improper influence upon a faculty member or admission committee member's professional judgment in exercising learner or applicant evaluation. Faculty members with an educational conflict of interest must not evaluate a learner's (for which there exists a conflict) performance or participate in any component of academic due process for that learner. Admissions Committee Members with an educational conflict of interest must not participate in any component of the admissions process for the year in which the applicant with whom they have the educational conflict with is involved. As soon as they become aware of a potential educational conflict the faculty member must disclose this to the Associate Dean for Medical Education/Designee, Associate Dean for Health & Rehabilitation Sciences/Designee, Associate Dean for Graduate Education/Designee, or the Associate Dean of Graduate Medical Education/Designee. Admissions Committee Members with an educational conflict of interest must disclose this to the Associate Dean for Admissions/Designee or the appropriate admissions committee chair.

Financial Conflict of Interest

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

Faculty at The Ohio State University accept an obligation to avoid financial conflicts of interest in carrying out their professional work. For purposes of this policy, a conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities (see section above). Finally, faculty are expected to disclose any relationship (whether paid or unpaid) with foreign institutions, companies, or collaborators.

XV. Grievance Procedures

Members of the 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.

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 with the College's Faculty Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of the Office of Academic Affairs [Procedures and Guidelines Handbook](#)). The Salary Appeals Committee handles salary appeals according to procedures outlined in the OAA [Procedures and Guidelines 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.

Faculty Promotion and Tenure Appeals

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

Faculty Misconduct

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

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 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](#).

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](#).

Complaints By and About Students

Each program should have a formal process for student complaints and appeals that is made available to students and faculty within the program. 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/Chair/Division Director, they will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Program Director/Chair/Division Director will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty.

Faculty complaints regarding students must always be handled strictly in accordance with University Faculty Rules and policies. Faculty should seek the advice and assistance of the Program Director/Chair/Division Director and others with appropriate knowledge of policies and procedures when problematic situations arise.

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 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. Due process for PMR residents and learners is outlined in the Department of Physical Medicine and Rehabilitation Residency Program Handbook on pages 42-46. This Handbook is available to all faculty on the Department Sharepoint drive as well as by request.

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.