

Pattern of Administration for The Ohio State University Department of Psychiatry and Behavioral Health

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1 **I Introduction**

2
3 This document provides a brief description of the Department of Psychiatry and Behavioral Health as
4 well as a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](#),
5 and other policies and procedures of the university to which the department and its faculty are subject.
6 The latter rules, policies and procedures, and changes in them, take precedence over statements in this
7 document.

8
9 This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or
10 reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at
11 any time as needed. Any revisions shall be made with broad faculty input, obtained in a manner
12 consistent with the department's established practices and procedures, which include notification
13 of the faculty of the upcoming revision, query for faculty input on suggested changes, review of
14 the proposed changes by the Chair in consultation with the Vice Chairs, and presentation of the
15 proposed revisions to the faculty for review and a vote on the suggested revisions. At other times,
16 revisions may be proposed by the TIU head or recommended to the department chair by unit committees
17 or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic
18 reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

19
20 **II Department Mission**

21
22 The Department of Psychiatry and Behavioral Health is dedicated to the following activities: education of
23 skilled professionals in clinical psychiatry, psychology, neuroscience, and related disciplines; discovery,
24 evaluation and dissemination of new treatments, knowledge and technology; and the provision of
25 innovative solutions for improving health, with an emphasis on personalized health care.

26
27 **III Academic Rights and Responsibilities**

28
29 In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for
30 addressing concerns.

31
32 **IV Faculty and Voting Rights**

33
34 Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University
35 and the rights and restrictions associated with each type of appointment. For purposes of governance, the
36 faculty of this department includes tenure-track, clinical, and research faculty with compensated FTEs of
37 at least 50% in the department, and associated faculty.

38
39 The Department of Psychiatry and Behavioral Health makes tenure-track appointments with titles of
40 instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all
41 matters of department governance.

42
43 The Department of Psychiatry and Behavioral Health makes clinical appointments. Clinical faculty titles
44 are assistant clinical professor, associate clinical professor, and clinical professor. There is no cap on the
45 number of clinical faculty the department may appoint. This department has a long tradition of extending
46 governance rights to clinical faculty. Clinical faculty may vote in all matters of departmental governance
47 except tenure-track appointment, promotion and tenure decisions and research appointment and
48 promotion decisions. Clinical faculty may participate in discussions of clinical faculty matters including
49 promotion reviews. Any clinical faculty member appointed by the unit may stand for election to serve as

1 a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).
2
3

4 The Department of Psychiatry and Behavioral Health makes research appointments. Research faculty
5 titles are research assistant professor, research associate professor, and research. Research faculty can
6 comprise no more than 20% of the tenure-track faculty. On 4/21/20 the department faculty voted to
7 extend governance rights to research faculty. Research faculty may vote in all matters of departmental
8 governance except tenure-track appointment, promotion and tenure decisions and clinical appointment
9 and promotion decisions. Research faculty may participate in discussions of research faculty matters
10 including promotion reviews of research faculty.
11

12 The Department of Psychiatry and Behavioral Health makes associated faculty appointments. Associated
13 faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, clinical titles,
14 lecturer titles, and visiting titles. Associated faculty may not participate in issues of department
15 governance or personnel matters.
16

17 **Emeritus faculty** - Emeritus faculty status is an honor given in recognition of sustained academic
18 contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure track, clinical,
19 research, or associated faculty may request emeritus status upon retirement or resignation at the age of
20 sixty or older with ten or more years of service or at any age with twenty-five or more years of service.
21 See the college Appointments, Promotion, and Tenure Document for additional detail. Emeritus faculty
22 are invited to participate in discussions on non-personnel matters but may not participate in personnel
23 matters, including promotion and tenure reviews, and may not vote on any matter. Emeritus faculty
24 members have benefits provided by the University but are not entitled to office space or other resources.
25 Provision of such resources is at the discretion of the Department Chair.
26

27 Detailed information about the appointment criteria and procedures for the various types of faculty
28 appointments made in this department is provided in the [Appointments, Promotion and Tenure
29 Document](#).
30

31 **V Organization of Department Services and Staff** 32

33 The Department is organized into the following divisions: the Division of Health and Integration,
34 Division of Cognition and Emotion, the Division of Risk and Resilience, and the Division of Child and
35 Family.
36

37 Division directors are appointed by the Department Chair for a four-year term. The Department Chair
38 reviews the division directors for reappointment during the penultimate year of their term. The
39 Department Chair may replace a division director at any time during the appointed term. The Divisional
40 structure is intended to cross traditional disciplinary lines, and the activities of faculty members are
41 matrixed across clinical service, teaching, and research missions. It is understood that faculty members
42 will participate collaboratively and collegially in interprofessional, team-based clinical care and science.
43

44 The Department is also organized into specific sections including the Section on Psychology, Section on
45 Psychiatry, and Section on Research. As the department continues to grow and evolve its academic roles,
46 other sections may be formed that are not covered by the current set. Section directors are appointed by
47 the Department Chair for a four-year term. The Department Chair reviews the section directors for
48 reappointment during the penultimate year of their term. The Department Chair may replace a section
49 director at any time during the appointed term. The section structure is intended to encompass specific
50 disciplinary lines, and the activities of faculty members are related to the discipline-based identity.
51

1 The Department maintains an Office of Psychiatric Education, which coordinates and administers all
2 educational activities pertaining to teaching of medical students, residents, and other learners in the
3 department. This office is led by the Vice Chair for Education, and includes the directors of all
4 educational programs in the department, including the Adult Psychiatry Residency, Medical Student
5 Clerkship, Addiction Medicine Fellowship, Child and Adolescent Psychiatry Fellowship, Consultation-
6 Liaison Psychiatry Fellowship, Forensic Psychiatry Fellowship, Psychology Internship, Psychology Pre-
7 doctoral Training, Psychology Post-doctoral Training, Social Work Externship, Advanced Practice
8 Nursing, and any other training programs that have learners in the department. The Vice Chair for
9 Education also chairs the Inter-Professional Training Committee that coordinates, where advisable,
10 curriculum across training programs. This office is primarily involved in daily administration of these
11 educational programs.

12 **VI Overview of Department Decision-Making**

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

19 **VII Department Administration**

20 **A Department Chair**

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

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

- 31 1. To uphold expectations of the Leadership Philosophy:
 - 32 • Uphold Ohio State's [Shared Values](#) and engender trust through words and actions.
 - 33 • Care for people and create conditions for well-being and productivity.
 - 34 • Set clear direction and goals for their teams and align to the mission of the department.
 - 35 • Solve problems and support their teams to adapt to changing contexts.
 - 36 • Drive cross-functional collaborations to advance goals of the department
 - 37 • Demonstrate commitment to continuous growth for themselves and their teams.
- 38 2. To have general administrative responsibility for departmental programs, subject to the approval of
39 the dean of the College of Medicine, and to conduct the business of the department efficiently. This
40 broad responsibility includes the acquisition and management of funds and the hiring and
41 supervision of faculty and staff.
- 42 3. To plan with the members of the faculty and the dean of the college a progressive program; to
43 encourage research and educational investigations.

1 4. To assign workload according to the department's workload guidelines (see Section IX Distribution
2 of Faculty Duties, Responsibilities, and Workload) and faculty appointment type (and rank).

3

4 5. To evaluate and improve instructional and administrative processes on an ongoing basis; to promote
5 improvement of instruction by providing for the evaluation of each course when offered, including
6 written evaluation by students of the course and instructors, and periodic course review by the
7 faculty.

8

9 6. To evaluate faculty members annually in accordance with both university and department
10 established criteria; to inform faculty members when they receive their annual performance and
11 merit review of their right to review their primary personnel file maintained by their department and
12 to place in that file a response to any evaluation, comment, or other material contained in the file.

13

14 7. To recommend, after consultation with the eligible faculty, appointments, reappointments,
15 promotions, dismissals, and matters affecting the tenure of members of the departmental faculty to
16 the dean of the college, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#)
17 and this department's Appointments, Promotion and Tenure Document.

18

19 8. To see that all faculty members, regardless of their assigned location, are offered the privileges and
20 responsibilities appropriate to their rank; and in general to lead in maintaining a high level of
21 morale.

22

23 9. To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.

24

25 10. To see that adequate supervision and training are given to those members of the faculty and staff
26 who may profit by such assistance.

27

28 11. To prepare, after consultation with the faculty, annual budget recommendations for the
29 consideration of the dean of the college.

30

31 12. To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with
32 the dean of the college and the Office of Academic Affairs.

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

38 Operational efficiency requires that the department chair exercise a degree of autonomy in
39 establishing and managing administrative processes. The articulation and achievement of
40 departmental academic goals, however, are most successful when all faculty members participate in
41 discussing and deciding matters of importance. The department chair will therefore consult with the
42 faculty on all educational and academic policy issues and will respect the principle of majority rule.
43 When a departure from majority rule is judged to be necessary, the department chair will explain to
44 the faculty the reasons for the departure, ideally before action is taken.

45

46 **B Other Administrators**

47

48 The Vice Chair(s) shall be appointed by the Department Chair from among the members of the
49 Department and shall serve a renewable term of office of four years. The Vice Chairs shall have
50 responsibility for the major categories of activities of the Department noted below. Some Vice Chairs

1 may be supported by the addition of Associate Vice Chairs. As needed, the Chair shall delegate duties
2 to members of the Executive Committee.
3

4 **Department Executive Vice Chair:** At the discretion of the Department Chair, an Executive Vice
5 Chair may be appointed for specific duties up to a two-year term. This individual will be selected by
6 the Department Chair from the pool of Vice Chairs and Chiefs noted below. The Executive Vice
7 Chair shall maintain their respective responsibilities as a Vice Chair or Chief in addition to specific
8 duties assigned or delegated by the Department Chair. While such specific responsibilities may be
9 delegated to the Executive Vice Chair, the Department Chair retains final responsibility and authority
10 for all matters covered by this Pattern, The Executive Vice Chair is a senior faculty member with a
11 MD/DO, MD/DO-PhD, or PhD/PsyD degree and a proven, consistent record of excellent service,
12 research, administrative experience and leadership skills.
13

14 **Department Vice Chair of Faculty Affairs:** At the discretion of the Department Chair, a Vice Chair
15 of Faculty Affairs may be appointed for a four-year term, renewed annually following yearly
16 evaluation by the Department Chair. The Vice Chair of Faculty Affairs's primary responsibilities will
17 be administrative, as determined by the Department Chair and the Departmental Pattern of
18 Administration, and focuses on two main functions to support the faculty: 1) academic appointment,
19 promotion and tenure; and 2) faculty development and mentorship. The Vice Chair of Faculty Affairs
20 is supported by two Associate Vice Chairs along these two functions, respectively. The Vice Chair
21 assists and advises the Department Chair with regard to administrative and academic issues of the
22 Department, chairs the departmental Promotion and Tenure Committee, develops and implements
23 faculty development and mentorship activities and serves as a liaison between the College and the
24 Faculty. In addition the Vice Chair of Faculty Affairs will also be supported by a Director of Faculty
25 Culture and Wellbeing. The Vice and Associate Chairs of Faculty Affairs will work closely with
26 department Division Directors, Chief Psychologist, Chief Psychiatrist and Vice Chairs of Education,
27 Research, and Strategy and Innovation. The Vice Chair of Faculty Affairs is a senior faculty member
28 with an MD/DO or MD/DO-PhD, or PhD/PsyD degree, and a proven record of excellent service,
29 research, administrative experience and leadership skills, excellence and engagement in faculty
30 development initiatives and activities across education/training, scholarly, and clinical activities. The
31 Associate Vice Chair of Faculty Affairs is a mid-level to senior faculty member with an MD/DO or
32 MD/DO-PhD, or PhD/PsyD degree, and some record of excellent service, research, administrative
33 experience and leadership skills. excellence and engagement in faculty development initiatives and
34 activities across education/training, scholarly, and clinical activities.
35

36 **Department Vice Chair of Research:** At the discretion of the Department Chair, a Vice Chair of
37 Research may be appointed for a four-year term, renewed annually following yearly evaluation by the
38 Department Chair. The Vice Chair of Research's primary responsibility will be promotion of research
39 within the Department as determined by the Department Chair and Departmental Pattern of
40 Administration. The Vice Chair of Research assists and advises the Department Chair with regard to
41 research in the Department, leading the Section on Research and serves as a liaison between the
42 Faculty and the Chair with regard to research-related concerns. The Vice Chair of Research is
43 supported by three Associate Vice Chairs – an Associate Vice Chair for Clinical Science Research, an
44 Associate Vice Chair of Translational Research and an Associate Vice Chair for Basic Research. The
45 Vice Chair for Research is a senior faculty member with an MD/DO, MD/DO-PhD, or PhD/PsyD
46 degree, and a proven record of research excellence, service, administrative experience and leadership
47 skills.
48

49 **Department Vice Chair of Clinical Affairs:** At the discretion of the Department Chair, a Vice Chair
50 of Clinical Affairs may be appointed for a four-year term, renewed annually following yearly
51 evaluation by the Department Chair. The Vice Chair of Clinical Affairs's primary responsibility will

1 be promotion of the clinical mission and affairs of the Department as determined by the Department
2 Chair and Departmental Pattern of Administration. The Vice Chair of Clinical Affairs assists and
3 advises the Department Chair with regard to clinical issues/affairs of the Department, and serves as a
4 liaison between the Faculty and the Chair with regard to clinical-related concerns and other internal
5 and external stakeholders, and works closely with the Chief Psychiatrist, Chief Psychologist and
6 Medical Directors. The Vice Chair of Clinical Affairs is a senior faculty member with a MD/DO or
7 MD/DO-PhD degree, and a proven record of excellent clinical service, administrative experience and
8 leadership skills.
9

10 **Department Vice Chair of Education:** At the discretion of the Department Chair, a Vice Chair of
11 Education may be appointed for a four-year term, renewed annually following yearly evaluation by
12 the Department Chair. The Vice Chair of Education's primary responsibility will be promotion of the
13 educational mission and affairs of the Department as determined by the Department Chair and
14 Departmental Pattern of Administration. The Vice Chair of Education is supported by an Associate
15 Vice Chair who focuses on the education and training mission of the clinical psychology discipline.
16 The Vice Chair assists and advises the Department Chair with regard to educational issues/affairs of
17 the Department, and serves as a liaison between the Faculty and the Chair. The Vice Chair of
18 Education is a senior faculty member with an MD/DO or MD/DO-PhD degree, and a proven record
19 of excellence in education, clinical service, administrative experience, education experience and
20 leadership skills. The Associate Vice Chair of Education is a faculty member with an PhD or PsyD
21 degree, and some record of excellence in education, clinical service, administrative experience,
22 education experience and leadership skills.
23

24 **Department Vice Chair of Strategy and Innovation:** At the discretion of the Department Chair, a
25 Vice Chair of Strategy and Innovation may be appointed for a four-year term, renewed annually
26 following yearly evaluation by the Department Chair. The Vice Chair of Strategy and Innovation's
27 primary responsibilities are strategic planning and promotion of innovation and new initiatives across
28 the department's clinical, education and research missions. The Vice Chair of Strategy and Innovation
29 will work closely with department's other Vice Chairs, Division Directors, and Medical Directors.
30 The Vice Chair of Strategy and Innovation is a senior faculty member with an MD/DO or MD/DO-
31 PhD, or PhD/PsyD degree, and a proven and broad record of excellence across education/training,
32 scholarly, and clinical activities.
33

34 **Department Vice Chair of Community Behavioral Health:** At the discretion of the Department
35 Chair, a Vice Chair of Community Behavioral Health may be appointed for a four-year term, renewed
36 annually following yearly evaluation by the Department Chair. The Vice Chair of Community and
37 Behavioral Health's primary responsibilities are strategic planning, promotion, implementation, and
38 dissemination of new initiatives – educational, clinical and/or research – beyond the department and
39 medical center and into community settings including other settings across the state of Ohio and the
40 U.S. The Vice Chair of Community Behavioral Health is supported by an Associate Vice Chair for
41 Community Health Access and Engagement. The Associate Vice Chair for Community Health
42 Access and Engagement will develop strategic initiatives to strengthen the department in connection
43 with the community, fostering meaningful partnerships with local health organizations, non-profits
44 and community leaders, promoting community health education, and facilitating faculty, staff, and
45 learner participation in community engagement activities. The Vice Chair of Community Behavioral
46 Health and Associate Vice Chair of Community Health Access and Engagement will work closely
47 with the Department's other Vice Chairs, Division Directors, and Medical Directors. The Vice Chair
48 of Community Behavioral Health is a senior faculty member with an MD/DO or MD/DO-PhD, or
49 PhD/PsyD degree, and a proven and broad record of excellence across education/training, scholarly,
50 and clinical activities and of community implementation science and practice. The Associate Vice
51 Chair for Community Health Access and Engagement is a faculty member with an MD/DO or

1 MD/DO-PhD, or PhD/PsyD degree, and some record of excellent service, research, administrative
2 experience, and leadership skills, excellence and engagement in community initiatives and activities
3 across education/training, scholarly, and clinical activities.
4

5 **Chief of Psychiatry:** At the discretion of the Department Chair, a Chief Psychiatrist may be
6 appointed for a four-year term, renewed annually following yearly evaluation by the Department
7 Chair. The Chief Psychiatrist's primary responsibility will be to provide administrative leadership for
8 the physician faculty at the individual level in the department and leading the Section on Psychiatry.
9 The Chief of Psychiatry is an advanced rank faculty member with a MD/DO or MD/DO-PhD degree,
10 and a proven record of excellent clinical service, administrative experience and leadership skills.
11

12 **Chief of Psychology:** At the discretion of the Department Chair, a Chief Psychologist may be
13 appointed for a four-year term, renewed annually following yearly evaluation by the Department
14 Chair. The Chief Psychologist's primary responsibility will be to provide administrative leadership
15 for the psychology faculty in the department and leading the Section on Psychology. The Chief of
16 Psychology is an advanced rank faculty member with a PhD or PsyD, and a proven record of
17 excellent clinical service, administrative experience and leadership skills.
18

19 **Chief of Research:** At the discretion of the Department Chair, a Chief Researcher may be appointed
20 for a four-year term, renewed annually following yearly evaluation by the Department Chair. The
21 Chief Researcher's primary responsibility will be to provide administrative leadership for the faculty
22 engaged in research in the department and leading the Section on Research. The Chief of Research is
23 an advanced rank faculty member with a PhD or PsyD, and a proven record of excellent research,
24 administrative experience and leadership skills.
25

26 **Other Administrative Leaders:** There are several other administrative leaders, appointed by
27 Harding Hospital and/or Wexner Medical Center, who will work with the Department Chair, Vice
28 Chairs, Chief Psychiatrist, and Chief Psychologist. These include but are not limited to: Medical
29 Director of Inpatient Psychiatry/Harding, Medical Director of Talbot Hall, Medical Director of
30 Psychiatric Emergency Services, Medical Director of Addiction Medicine, Medical Director of
31 Consultation-Liaison Psychiatry, Chief Quality Officer, Director of Ambulatory Services, Director of
32 Neurobehavioral Services, Medical Director of Outpatient Services, Director of Interventional
33 Psychiatry.
34

35 In addition, at the discretion of the Department Chair, several other administrative leaders may be
36 appointed across the academic (clinical care, education, and/or research) mission such as Program
37 Directors (e.g., Addiction, Child and Adolescent Psychiatry and Behavioral Health, Health
38 Psychology-Psychiatry/Behavioral Medicine, Mood and Anxiety, Neurobehavior, Psychosis, Suicide
39 Prevention, Trauma, Women's Behavioral Health, etc.), Education Directors (e.g. Director of Clinical
40 Psychology Training, Associate Director of Clinical Psychology Training, Director of Postdoctoral
41 Training, etc.) and Research Directors (e.g., Director of Basic Sciences Research, Director of Clinical
42 Research, Director of Translational Research).
43

44 **C Committees** 45

46 Much of the development and implementation of the department's policies and programs is carried
47 out by standing and ad hoc committees. The department chair is an ex officio member of all
48 departmental committees and may vote as a member on all committees except the Committee of
49 Eligible Faculty and the Promotion and Tenure Committee. The faculty elects some of these
50 committees, whereas the Department Chair appoints others. The following list provides more details:
51

1 1. **Executive Committee:** This committee, chaired by the department chair, is composed of the Vice
2 Chairs, Chief of Psychiatry, Chief of Psychology, and Division Directors. Appointment
3 procedures and terms for the Vice Chairs, Chief of Psychiatry, and Chief of Psychology are
4 outlined in Section VII: Department Administration. This committee meets monthly (or at the
5 discretion of the Department Chair) and advises the Department Chair about major policy and
6 planning issues, usually before these are brought to the whole faculty at monthly plenary
7 meetings. It also advises on faculty recruitment.

8

9 2. **Promotion and Tenure Committee:** In the Department of Psychiatry and Behavioral Health the
10 recommending authority for faculty appointment, reappointment, promotion and tenure is placed
11 in the hands of eligible faculty. However, there still needs to be a committee to gather
12 information, supervise the process and present the information to the eligible faculty. Eligibility
13 to the committee is restricted to tenure-track and clinical Associate Professors and Professors.
14 The Promotion and Tenure Committee is chaired by the Vice Chair for Faculty Affairs, and the
15 Department Chair will appoint all members to serve 4-year terms. The Committee consists of
16 three subcommittees: the Tenure-track Advisory Subcommittee, which reviews tenure-track and
17 research faculty; the Clinical Advisory Subcommittee, which reviews clinical faculty; and the
18 Associated Advisory Subcommittee, which reviews associated faculty. Composition of these
19 subcommittees is as follows:

20

21 a. **Tenure-track Advisory Subcommittee:** This subcommittee is comprised of at least 3
22 department members who are tenure-track associate professors or professors (if the department
23 has fewer than 3 such faculty, faculty from related departments will be requested to serve in
24 this capacity) and is chaired by the Vice Chair for Faculty Affairs. The Department Chair will
25 appoint all members to serve 4-year terms. This committee will assist in preparing the case and
26 other aspects of the review, but the eligible faculty must still vote on promotion and tenure
27 decisions.

28

29 b. **Clinical Advisory Subcommittee:** This subcommittee is comprised of at least 3 department
30 members who are tenure-track or associate clinical professors or clinical professors (if the department
31 has fewer than 3 such faculty, faculty from related departments will be requested to serve in this
32 capacity) and is chaired by the Vice Chair for Faculty Affairs. The Department Chair will
33 appoint all members to serve 4-year terms. This committee will assist in preparing the case and
34 other aspects of the review, but the eligible faculty must still vote on promotion decisions.

35

36 c. **Associated Subcommittee:** This subcommittee is comprised of at least 3 department members
37 who are tenure-track or associate clinical professors or clinical professors (if the department has
38 fewer than 3 such faculty, faculty from related departments will be requested to serve in this
39 capacity) and is chaired by the Vice Chair for Faculty Affairs. The Department Chair will
40 appoint all members to serve 4-year terms. This committee will assist in preparing the case and
41 other aspects of the review, but the eligible faculty must still vote on promotion decisions. This
42 committee also assists with appointments to the education, community, and child/adolescent
43 sections of the associated faculty ranks.

44

45 3. **Inter-Professional Training Committee:** This group is comprised of leads for all the
46 educational programs housed in the department. It is chaired by the Vice Chair of Education; its
47 purpose is to coordinate training among disciplines and to foster collaborative service and
48 education.

49

50

1 **4. Clinical Competency and Program Evaluation Committees:** In accordance with the
2 Accreditation Council for Graduate Medical Education (ACGME), the Clinical Competency and
3 Program Evaluation Committees, consisting of faculty members and representatives of the
4 residency classes, convene to make decisions pertaining to the educational goals, resident
5 progress, and needs of the program. The Psychiatry Residency Director oversees the actions of
6 these committees. These committees are comprised of 10 faculty members including: (i) the
7 Psychiatry Residency Director; (ii) four Associate Psychiatry Residency Directors; (iii) one
8 associated faculty member from a required residency rotation site; and (iv) the respective medical
9 directors (or their designee) of the four major clinical areas within the residency program (i.e.,
10 Inpatient Services, Consultation-Liaison, Emergency Department, and Outpatient Services).
11 Residents who serve on this committee are elected by their fellow residents. Residents and the
12 associated faculty member from a required residency rotation site are elected for one-year terms
13 with the possibility of re-appointment. The remaining faculty on the committee will serve on the
14 committee for the duration of their appointment as Psychiatry Residency Director, Associated
15 Psychiatry Residency Director, or Medical Director.
16

17 **5. Education Committees:** With the guidance of the Chair, the Vice Chair of Education oversees
18 additional committees, as needed, to address the regulatory, administrative, and implementation
19 issues of the Department's educational programs. Within this scope, committee meetings occur as
20 indicated and at designated intervals between educational leaders, faculty, learners,
21 administrators, and other stakeholders to fulfill the mission of providing outstanding education to
22 medical students, interns, residents, fellows, and inter-professionals and to satisfy Departmental
23 objectives for ongoing faculty development and continuing education. Among these educational
24 committees is the Peer Review of Teaching Committee which is chaired by the Vice Chair for
25 Education. Annually the Department chair, in consultation with the Vice Chair for Education,
26 appoints faculty members of a size judged sufficient to meet the volume of peer review activity
27 expected that year, without overburdening any of the members. The term of service is one year,
28 with reappointment possible. The purpose of this committee is to ensure that a peer evaluation of
29 teaching is completed for each faculty member annually.
30

31 **6. Faculty Development Committee:** This group, chaired by the Vice Chair of Faculty Affairs and
32 co-chaired by the Vice Chair of Education is comprised of a mixture of Tenure, Research, and
33 Clinical (MDs/DOs and PhDs/PsyDs) faculty, representing the perspectives of different academic
34 ranks and departmental divisions, along with the Vice Chairs of Research, Clinical Affairs, and
35 Community Behavioral Health as committee members (up to 14 members), with 4-year
36 staggered, renewable terms (at the discretion of the committee chairs). Members of this
37 committee are appointed by the Department Chair. Its purpose is to coordinate initiatives and
38 programing that foster academic development and enhance professional resilience among the
39 faculty.
40

41 **7. Research Council:** This group, chaired by the Vice Chair of Research, is comprised of five
42 Tenured Professors (not including the Vice Chair) who have substantial involvement in
43 extramurally funded research. Its purpose is to coordinate initiatives and programing (e.g.,
44 internal grant reviews, pilot funding review) to foster the research pursuits of the faculty.
45 Members of this committee are appointed the Department Chair to serve 4-year terms.
46

47 **8. Clinical Committee:** This group, chaired by the Vice Chair of Clinical Affairs, is comprised of
48 up to 12 clinical faculty (MDs/DOs and PhDs/PsyDs) of all ranks, with 4-year renewable terms.
49 Its purpose is to promote and maintain clinical excellence in all programs and initiatives.
50 Members of this committee are appointed by the Department Chair.
51

1 9. **Community Behavioral Health Committee:** This group, chaired by the Vice Chair of
2 Community Behavioral Health, is comprised of a mixture of Tenure, Research, and Clinical
3 (MDs/DOs and PhDs/PsyDs) faculty, representing the perspectives of different academic ranks
4 and departmental divisions as committee members (up to 14 members), with 4-year staggered,
5 renewable terms (at the discretion of the committee chair). Members of this committee are
6 appointed by the Department Chair. Its purpose is to coordinate planning, promotion,
7 implementation, and dissemination of new initiatives – educational, clinical and/or research –
8 beyond the department and medical center and into community settings including other settings
9 across Ohio and the United States.

10 **VIII Faculty Meetings**

11 The department chair will provide to the faculty a schedule of departmental faculty meetings at the
12 beginning of each academic term. The schedule will provide for at least one meeting per semester and
13 normally will provide for monthly meetings. A call for agenda items and completed agenda will be
14 delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for
15 agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three
16 business days before the meeting. A meeting of the department faculty will also be scheduled on written
17 request of 25% of the faculty. The department chair will make reasonable efforts to have the meeting take
18 place within one week of receipt of the request. The department chair will distribute minutes of faculty
19 meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be
20 amended at the next faculty meeting by a simple majority vote of the faculty who were present at the
21 meeting covered by the minutes.

22 Special policies pertain to voting on personnel matters, and these are set forth in the department's
23 Appointments, Promotion and Tenure Document.

24 For purposes of discussing department business other than personnel matters, and for making decisions
25 where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple
26 majority of all faculty members eligible to vote.

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

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

35 The department accepts the fundamental importance of full and free discussion but also recognizes that
36 such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally
37 department meetings will be conducted with no more formality than is needed to attain the goals of full
38 and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be
39 invoked when more formality is needed to serve these goals.

40 **IX Distribution of Faculty Duties, Responsibilities, and Workload**

41 The Department of Psychiatry and Behavioral Health offers training to a broad array of clinicians in
42 training as well as basic and clinical researchers. Faculty are expected to provide clinical and/or didactic

1 instruction in one or more of these training programs. Clinical faculty members will have a
2 proportionately greater commitment to clinical teaching and supervision by virtue of having a relatively
3 greater clinical service obligation. Clinical teaching and supervision include inpatient and outpatient
4 settings. The Department Chair is responsible to make teaching, clinical, and research assignments to
5 meet the department's mission and objectives.

6
7 Faculty assignments are described in the initial letter of offer. Assignments and expectations for the
8 upcoming year are addressed as part of the annual performance and merit review by the Department Chair
9 based on the department needs as well as faculty productivity and career development.

10
11 During on-duty periods, faculty members are expected to be available for interaction with students,
12 research, and department meetings and events even if they have no formal course assignment. Office
13 hours are at the discretion of individual faculty members, and given the wide array of teaching roles, a
14 policy for uniform hours is not feasible. On-duty faculty members should not be away from campus for
15 extended periods of time unless on an approved leave (see section XII) or on approved travel.

16
17 Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at
18 a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings
19 are allowed at the discretion of the Department Chair if such work can be performed effectively and
20 faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain
21 circumstances if it serves the needs of the department, college, university, and/or community. The
22 Department Chair has the discretion to require faculty to work on campus if there are concerns that
23 responsibilities are not being fulfilled through telework.

24
25 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and
26 resources of the department and the individual circumstances of faculty members may warrant temporary
27 deviations from these guidelines.

28
29 A full-time faculty member's primary professional commitment is to Ohio State University and the
30 guidelines below are based on that commitment. Faculty who have professional commitments outside of
31 Ohio State during on-duty periods (including teaching at another institution; conducting research for an
32 entity outside of Ohio State; external consulting) must disclose and discuss these with the department
33 chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of
34 commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).

35
36 In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural
37 disasters, for example), faculty duties, responsibilities, and workload may be adjusted by the department
38 chair to take into account the impact over time of the crisis. These adjustments may include modifying
39 research expectations in order to maintain teaching obligations. These assignment changes must be
40 considered in annual reviews.

41
42 **A Tenure-track Faculty**

43
44 Tenure-track faculty members are expected to contribute to the university's mission via teaching,
45 scholarship, and service. When a faculty member's contributions decrease in one of these three areas,
46 additional activity in one or both of the other areas is expected.

47
48 **Teaching**

49
50 All tenure-track faculty are expected to contribute to the department's teaching, at the undergraduate
51 and/or graduate level. This is anticipated to include some combination of advising undergraduate and

1 graduate (e.g., medical) students and supervising independent studies and thesis and dissertation
2 work.

3
4 Adjustments to the standard teaching assignment may be made to account for teaching a new class,
5 the size of the class, whether the class is taught on-line or team-taught, and other factors that may
6 affect the preparation time involved in teaching the course.
7

8 Tenure track faculty are expected to be engaged in educational activities for 50% of effort but the
9 standard teaching assignment may vary for individual faculty members based on their research and/or
10 service activity. Faculty members who are especially active in research can be assigned an enhanced
11 research status that includes a reduced teaching assignment. Likewise, faculty members who are
12 relatively inactive in research can be assigned an enhanced teaching status that includes an increased
13 teaching assignment. Faculty members who are engaged in extraordinary service activities (to the
14 Department, College, University, and in special circumstances professional organizations within the
15 discipline) can be assigned an enhanced service assignment that includes a reduced teaching
16 assignment.
17

18 The department chair is responsible for making teaching assignments on an annual basis and may
19 decline to approve requests for adjustments when approval of such requests is not judged to be in the
20 best interests of the department. All faculty members must do some formal instruction and advising
21 over the course of the academic year.
22

23 **Scholarship** 24

25 All tenure-track faculty members are expected to be engaged in scholarship as defined in the
26 department's [Appointments, Promotion, and Tenure Document](#). All tenure-track faculty are
27 responsible for dedicating a minimum of 50% of their effort to scholarship. Over a four-year rolling
28 period a faculty member who is actively engaged in scholarship will be expected to publish regularly
29 in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book
30 chapters of similar quality and length as articles. Faculty engaged in basic or applied research are
31 expected to attract extramural funding that provides a portion of salary support for themselves and
32 covers their students/staff. Faculty members are also expected to seek appropriate opportunities to
33 obtain patents and/or other commercial activities, consistent with their specific area of expertise,
34 stemming from their research. Details about expected productivity can be found in the Appointments,
35 Promotion, and Tenure Document.
36

37 **Service** 38

39 Faculty members are expected to be engaged in service and outreach to the department, university,
40 profession, and community. Typically this will include service on committees both within the
41 department and outside the unit, at the college or university level. Service to the profession at the
42 national or international level is highly recommended. This pattern can be adjusted depending on the
43 nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive
44 committee, organizing a professional conference, leadership in an educational outreach activity,
45 service in an administrative position within the department, college, or university).
46

47 All faculty members are expected to attend and participate in faculty meetings, recruitment activities,
48 and other departmental events.
49

50 Details about service expectations can be found in the [Appointments, Promotion, and Tenure
51 Document](#).

1 Service loads should be discussed and agreed to during annual performance and merit reviews. When
2 heavy service obligations are primarily volunteer in nature, the department chair is not obligated to
3 modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If,
4 however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice,
5 this should be noted in the annual performance review letter, considered when distributing the faculty
6 member's other duties. The department chair should also consider this additional service burden in
7 managing service loads among faculty.
8

9

10 **B Clinical Faculty**

11 The Department of Psychiatry and Behavioral Health uses the title clinical faculty. These
12 appointments exist for faculty members who focus principally on the clinical and education needs for
13 the Department of Psychiatry and Behavioral Health. Clinical faculty members are expected to
14 contribute to the department's research and education missions, as reflected by participation in
15 graduate program development and teaching. Clinical faculty members are expected to contribute to
16 the university's mission via teaching and service, and to a lesser extent scholarship. Service
17 expectations are similar to those for the tenure-track. Teaching assignments are determined by the
18 Chair, Vice Chair, Chiefs, and/or Program Directors in a coordinated manner with the directors of the
19 Department educational programs.
20

21

22 **C Research Faculty**

23 Research faculty members are expected to contribute to the university's mission via research.
24

25 In accord with Faculty Rule [3335-7-34](#),
26

27 *a research faculty member may, but is not required to, participate in limited educational
28 activities in the area of his or her expertise. However, teaching opportunities for each
29 research faculty member must be approved by a majority vote of the TIU's tenure-track
30 faculty. Under no circumstances may a member of the research faculty be continuously
31 engaged over an extended period of time in the same instructional activities as tenure-track
32 faculty.*
33

34 Research faculty expectations for research are similar to those for the tenure-track, albeit
35 proportionally greater since 100% of effort for research faculty members is devoted to research.
36 Specific expectations are spelled out in the letter of offer.
37

38

39 **D Associated Faculty**

40 Compensated and uncompensated associated faculty members are expected to contribute to the
41 university's mission via teaching or research depending on the terms of their individual appointments.
42 Associated faculty do not vote on departmental governance issues nor on tenure-track appointment,
43 promotion, and tenure decisions and clinical and research faculty appointment and promotion
44 decisions.
45

46 Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations
47 based on their appointment level.
48

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

4
5 Given the variability in contributions of associated faculty across the research, teaching, and clinical
6 care missions of our department, there is no standard teaching assignment for all associated faculty.
7 Rather, teaching assignments will vary across associated faculty in a manner consistent with that
8 associated faculty member's FTE and specific areas of contribution to the department's mission.
9 Teaching assignments for associated faculty, including full-time lecturers, are determined by the
10 Chair, Vice Chair, Chiefs, and/or Program Directors in a coordinated manner with the directors of the
11 Department educational programs.

12
13 **E Modification of Duties**

14
15 The Department of Psychiatry and Behavioral Health strives to be a family-friendly unit in its efforts
16 to recruit and retain high quality faculty members. To this end, the department is committed to
17 adhering to the College of Medicine's guidelines on modification of duties to provide its faculty
18 members flexibility in meeting work responsibilities within the first year of
19 childbirth/adoption/fostering, or care for an immediate family member who has a serious health
20 condition, or a qualifying exigency arising out of the fact that the employee's immediate family
21 member is on covered active duty in a foreign country or call to covered active duty status. See the
22 [college pattern of administration](#) for details. See also the [OHR Parental Care Guidebook](#) and the
23 Parental Leave Policy in Section XII.

24
25 The faculty member requesting the modification of duties for childbirth/adoption and the department
26 chair should be creative and flexible in developing a solution that is fair to both the individual and the
27 unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is
28 approved by the dean.

29
30 Faculty may be eligible for additional leave under the [Family Medical Leave Policy](#) and/or the
31 university's paid parental leave guidelines as described in its [Policy on Paid Leave Programs](#).

32
33 **X Course Offerings, Teaching Schedule, and Grade Assignments**

34
35 The department chair will annually develop a schedule of course offerings and teaching schedules in
36 consultation with the faculty, both collectively and individually. While every effort will be made to
37 accommodate the individual preferences of faculty, the department's first obligation is to offer the courses
38 needed by students at times and in formats, including on-line instruction, most likely to meet student
39 needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings
40 across the day and week. To meet student needs, reasonable efforts must be made to assure that course
41 offerings match student demand and that timing conflicts with other courses students are known to take in
42 tandem are avoided. A scheduled course that does not attract the minimum number of students required
43 by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that
44 course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible,
45 courses required in any curriculum or courses with routinely high demand will be taught by at least two
46 faculty members across semesters of offering to assure that instructional expertise is always available for
47 such courses.

48
49 If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or
50 if they have not submitted grades before the university deadline and are unreachable by all available
51 modes of communication, then the department chair may determine an appropriate course of action,

1 including assigning a faculty member to evaluate student materials and assign grades for that class. The
2 University Registrar will be made aware of this issue as soon as it is known and will be provided a
3 timeline for grade submission.

4

5 **XI Allocation of Department Resources**

6

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

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

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

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

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

26 Academic enrichment funds will be made available to all tenure, clinical, and research faculty to support
27 professional activities, including travel. Information about such support is specified in the faculty's Letter
28 of Offer.

29

30 **XII Leaves and Absences**

31

32 In general, there are four types of leaves and absences taken by faculty (in addition to parental leave,
33 which is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to
34 leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#)
35 and Office of Human Resources [Policies and Forms website](#). The information provided below
36 supplements these policies. In every case, coverage for clinical, teaching, and research obligations must
37 be arranged by the faculty applicant prior to taking leave.

38

39 **A Discretionary Absence**

40

41 Faculty are expected to complete a travel request or [a request for absence form](#) well in advance of a
42 planned absence (for attendance at a professional meeting or to engage in consulting) to provide time
43 for its consideration and approval and time to assure that clinical, instructional and other
44 commitments are covered. Discretionary absence from duty is not a right, and the department chair
45 retains the authority to disapprove a proposed absence when it will interfere with clinical,
46 instructional or other comparable commitments. Such an occurrence is most likely when the number

1 of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the
2 Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business
3 days (see Faculty Rule [3335-5-08](#)).

4

5 **B Absence for Medical Reasons (Sick Leave)**

6

7 When absences for medical reasons are anticipated, faculty members are expected to complete [a](#)
8 [request for absence form](#) as early as possible. When such absences are unexpected, the faculty
9 member, or someone speaking for the faculty member, should let the department chair know
10 promptly so that instructional and other commitments can be managed. Faculty members are always
11 expected to use sick leave for any absence covered by sick leave (personal illness, illness of family
12 members, medical appointments). Sick leave is a benefit to be used as needed—not banked. For
13 additional details see [OHR Policy 6.27](#), which also describes Family Medical Leave (FML).

14

15 **C Unpaid Leaves of Absence**

16

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

19

20 **D Family Medical Leave**

21

22 Faculty may be eligible for leave under the [Family Medical Leave Policy](#) and/or the university's paid
23 parental leave guidelines as described in its [Policy on Paid Time Off](#). The faculty member requesting
24 the leave and the department chair should be creative and flexible in developing a solution that is fair
25 to both the individual and the unit while addressing the needs of the university and consistent with the
26 OSUP/FGP compensation plan as applicable. Expectations must be spelled out in an MOU that is
27 approved by the Dean.

28

29 **E Faculty Professional Leave**

30

31 Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional](#)
32 [Leave](#). The information provided below supplements these policies.

33

34 The department's **Executive Committee** will review all requests for faculty professional leave and
35 make a recommendation to the department chair based on the following criteria: Convincing evidence
36 that the proposed leave activities will accomplish one or more of the following:

37

- 38 • enhance the faculty member's research success;
- 39 • enhance pedagogical or administrative skills and knowledge when these are judged to be
40 mutually beneficial to the faculty member and the department

42 The chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the
43 proposal and its potential benefit to the department and to the faculty member as well as the ability of
44 the department to accommodate the leave at the time requested. If approved, the department chair will
45 submit the proposal to the Dean or their delegate for approval, who will then submit the document for
46 OAA approval, with leave applications finally recommended to the Board of Trustees for final
47 approval.

48

49 **F Parental Leave**

50

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

4

5 **G University Business Travel**

6

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

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

20

21 **XIII Additional Compensation and Outside Activities**

22

23

24 **A. Supplemental Compensation**

25

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

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

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

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

47

48 **B. Outside Activities (including paid external consulting)**

49

1
2 Information on paid external consulting is presented in the [university's Policy on Outside Activities and](#)
3 [Conflicts](#). The information provided below supplements this policy.
4

5 The college encourages individual participation in outside activities, such as collaborations with
6 government, industry, and other private institutions, because such participation helps advance the
7 college's mission through mutually beneficial partnerships and contributes to social and economic
8 development and increased knowledge. Faculty are required to devote their primary professional
9 allegiance to the university and conduct their university responsibilities with integrity, demonstrating
10 both honesty and transparency. Similarly, all healthcare professionals have an ethical obligation to
11 provide safe, effective, patient-centered, timely, efficient, and high-quality care for their patients.
12

13 Faculty members, including faculty with administrative assignments and appointments, are therefore
14 permitted to engage in outside activities to the extent they are clearly related to the mission of the
15 university, they are arranged so as not to conflict or interfere with this commitment to the university
16 or the best interest of the patient, and do not create a conflict of interest or a conflict of commitment
17 as defined in the [university's Policy on Outside Activities and Conflicts](#). Individuals conducting
18 research also must avoid financial conflicts of interest in research. Faculty remain accountable for
19 and have the primary commitment of meeting all formal and informal duties and obligations
20 associated with research, service, instruction, scholarship, and/or clinical practice, and should not in
21 their behaviors suggest that their commitment is to their outside engagements.
22

23 Engagement of faculty in outside activities are at the discretion of the Department Chair or Institute
24 Director and the Dean of the College of Medicine and contingent on ability to complete all normal
25 assigned academic and clinical roles. Allowable outside activities include, but are not limited to,
26 consulting with pharmaceutical or device companies and medical legal work. Medical legal work
27 includes expert witness and independent medical evaluations conducted in which a doctor/patient
28 relationship does not exist. This includes evaluations for disability and civil or criminal legal issues
29 (e.g., patient evaluation, reviewing records, discovery or trial deposition or trial testimony).
30

31 The college *does not approve* outside activities involving the use of confidential or proprietary
32 information, which may include, but is not limited to, technologies, technical information, business
33 information, know-how, ideas, data, materials, processes, procedures, methods, compositions,
34 formulas, protocols, devices, designs, strategies, discoveries, inventions, trade secrets, and other
35 intellectual property.
36

37 The college *does not approve* outside activities with 'Expert Networks'. These types of organizations
38 (e.g., Guidepoint, Gerson Lehrman Group, ProSapient, Techspert, etc.) have been previously
39 associated with insider trading resulting in legal consequences, and the college has determined that
40 the risk outweighs the benefit.
41

42 Finally, faculty should be cautious of 'Speaker Bureaus' where remuneration offered and paid could
43 violate anti-kickback laws. For additional details see [OSUWMC Vendor Interaction Policy](#).
44

45 All time and compensation must be reported through appropriate university processes described
46 above. Faculty at 1.0 FTE may not spend more than 416 hours of their on-duty time per fiscal year.
47 Consulting during off-duty periods is not subject to time limitations. Total compensation earned
48 through such external activities may not exceed 75% of total annual compensation, to ensure that
49 individual faculty's principal focus does not appear to shift away from their university
50 responsibilities. Requests in excess of this require written justification from the TIU head and
approval from the Dean. In addition, a faculty member's outside activity effort, combined with

1 funded effort commitments, may not exceed 100% of their effort. Faculty who will exceed the
2 maximum hours may choose to reduce their FTE or discontinue outside activities.

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

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

10

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

20 Requirements/Restrictions

21

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

38 Corrective Actions

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

43 C. Outside Practice of Medicine

1 As required by the University Board of Trustees, all tenure track, clinical, or associated faculty in the
2 College of Medicine who have a fifty percent or greater University appointment and who are providing
3 patient care services are required, as a condition of faculty employment, to join and remain members of
4 the Central College Practice Group (CCPG). Ohio State University Physicians, Inc (OSUP) has been
5 designated as the CCPG by the University Board of Trustees on November 1, 2002.
6

7 Ordinarily, clinical services are provided within the facilities of the OSU Wexner Medical Center.
8 Occasionally, a need or opportunity may arise in which a faculty member seeks to provide patient care
9 service in a non-OSU facility. Requests to practice at a non-OSU facility (including Nationwide
10 Children's Hospital) are considered on an individual basis. The approval process requires completion
11 of the University Self-Insurance Program Non-OSU Location application. The request requires the
12 approval of the Department Chair or School Director and is then forwarded for College approval.
13

14 Tenure track, clinical, or associated faculty in the College of Medicine who have a fifty percent or
15 greater University appointment are not permitted to be employed by other entities for the practice of
16 medicine. The only exception to this policy is for faculty members who are contracted with the
17 Veteran's Administration. In those cases, the percentage of the University faculty appointed is reduced
18 proportional to the V.A. appointment. No other exceptions are permitted.
19

20 **D. Policy on Salary Recovery**

21

- 22 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.
23
- 24 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
25 may not come from dollars provided to the departments from the college, departments may choose
26 to provide funding from individual departmental faculty research funds, start-up funds, and/or
27 department Chair package funds to maintain the faculty member's salary at 100%.
28
- 29 Unless specifically required by a funding agency and approved by the College of Medicine (e.g.
30 training grants), without cost (aka cost sharing) effort is not permitted.
31
- 32 Faculty in 9-month appointments will be eligible for off duty pay (ODP) only if they have satisfied
33 their fiscal obligations. ODP must be supported entirely on extramural funding.
34
- 35 In addition to salary support, faculty are expected to support their research laboratory as specified
36 in the Workload Policy.
37

38 **E. Expenditures**

39

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

42 **XIV Conflict of Commitment, Educational and Financial Conflict of Interest**

43 Conflict of Commitment

44 Information on conflicts of commitment is presented in the university's [45 Policy on Outside Activities and](#)
[46 Conflicts](#). The information provided below supplements this policy.
47

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

8
9 Even with such understandings in place, however, attempts by faculty to balance university responsibilities
10 with non-university related external activities can result in conflicts regarding allocation of professional
11 time and energies. Conflicts of commitment usually involve issues of time allocation. For example,
12 whenever a faculty member's outside consulting activities (as defined in the university's Faculty Paid
13 External Consulting Policy and above) exceed the permitted limits or whenever a full-time faculty
14 member's primary professional obligation is not to Ohio State, a conflict of commitment exists.

15
16 Faculty should disclose and discuss external commitments with their department chairs/school director
17 and/or Deans prior to engaging in the activity. If an activity cannot be managed by the faculty member and
18 their chair or Dean to avoid a conflict of commitment or the reasonable appearance of a conflict of
19 commitment, the faculty member must refrain from participating in the activity.

20
21 Educational Conflict of Interest

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

25
26 1. Faculty member is currently or previously in a therapeutic relationship with the learner.
27 2. Faculty member is in a romantic or familial relationship with the learner.
28 3. Faculty member or admissions committee member is in a romantic or familial relationship
29 with the applicant.
30 4. Faculty member is currently or previously in a therapeutic relationship with the applicant.

31
32 Having an educational conflict of interest may exert a substantial and improper influence upon a faculty
33 member or admission committee member's professional judgment in exercising learner or applicant
34 evaluation. Faculty members with an educational conflict of interest must not evaluate a learner's (for
35 which there exists a conflict) performance or participate in any component of academic due process for
36 that learner. Admissions Committee Members with an educational conflict of interest must not participate
37 in any component of the admissions process for the year in which the applicant with whom they have the
38 educational conflict with is involved. As soon as they become aware of a potential educational conflict the
39 faculty member must disclose this to the Associate Dean for Medical Education/Designee, Associate Dean
40 for Health & Rehabilitation Sciences/Designee, Associate Dean for Graduate Education/Designee, or the
41 Associate Dean of Graduate Medical Education/Designee. Admissions Committee Members with an
42 educational conflict of interest must disclose this to the Associate Dean for Admissions/Designee or the
43 appropriate admissions committee chair.

44
45 Financial Conflict of Interest

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

48
49 Faculty at The Ohio State University accept an obligation to avoid financial conflicts of interest in carrying
50 out their professional work. For purposes of this policy, a conflict of interest exists if financial interests or
51 other opportunities for tangible personal benefit may exert a substantial and improper influence upon a

1 faculty member or administrator's professional judgment in exercising any university duty or
2 responsibility, including designing, conducting or reporting research.

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

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

14 **XV Grievance Procedures**

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

21 **A Salary Grievances**

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

27 Faculty members who are not satisfied with the outcome of the discussion with the department chair
28 and wish to pursue the matter may be eligible to file a more formal salary appeal with the college's
29 Faculty Salary Appeals Committee. A formal salary appeal can also be filed with the Office of
30 Faculty Affairs (see Chapter 4 of the Office of Academic Affairs [Policies and Procedures
31 Handbook](#)).

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

37 **B Faculty and Staff Misconduct**

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

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

46 **C Faculty Promotion and Tenure Appeals**

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

50 **D Harassment, Discrimination, and Sexual Misconduct**

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

3

4 1. Ohio State's policy on equal employment opportunity are set forth in the university's [policy on](#)
5 [equal employment opportunity](#).

6

7 2. Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual
8 misconduct are set forth in the [university's policy on nondiscrimination, harassment, and sexual](#)
9 [misconduct](#)

10

11 **E Violation of Laws, Rules, Regulations, or Policies**

12

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

16

17 **F Complaints by and about Students**

18

19 **Student Conduct**

20 Each program should have a formal process for student complaints and appeals that is made available
21 to students and faculty within the program. Normally student academic complaints about courses,
22 grades, and related matters are brought to the attention of individual faculty members. In receiving
23 such complaints, faculty should treat students with respect regardless of the apparent merit of the
24 complaint and provide a considered response. When students bring complaints about courses and
25 instructors to the Program Director/Chair/Division Director, they will first ascertain whether or not
26 the students require confidentiality. If confidentiality is not required, the Program
27 Director/Chair/Division Director will investigate the matter as fully and fairly as possible and provide
28 a response to both the students and any affected faculty.

29

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

34

35 **G Academic Misconduct**

36

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

43

44 **Professional Student Honor Code**

45

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

48

49 Personal ethics require certain inherent elements of character that include honesty, loyalty,
50 understanding, and the ability to respect the rights and dignity of others. Personal ethics require
51 conscientious preparation during one's academic years for eventual professional duties and

1 responsibilities. A continuation of the development of professional efficiency should be
2 accomplished by observation, study, and investigation during one's entire professional life.
3

4 Strength of character should enable one to rise above prejudice in regard to race, creed, or economic
5 status in the interest of better professional service. To maintain optimum professional performance,
6 one should be personally responsible for maintaining proper physical and moral fitness. Finally, it
7 must be realized that no action of the individual can be entirely separated from the reputation of the
8 individual or of their profession. Therefore, a serious and primary obligation of the individual is to
9 uphold the dignity and honor of their chosen profession by thoughts, words, and actions.
10

11 **Academic Due Process**

12 Academic due process involves the process by which individual student performance issues are
13 considered for action by the faculty. This process encompasses issues related to deficiencies in
14 knowledge skills attitudes and/or behaviors of the learner. Each academic program within the College
15 of Medicine shall develop a program specific mechanism for ensuring academic due process of
16 learners. Learners should refer to the program student handbook regarding the program specific
17 process.
18

19 **Challenge Related to a Grade**

20 A student may challenge a grade only for procedural reasons. If a student believes that a procedural
21 error in grading was made, the student should follow the specific program guidelines for grade
22 appeals in the respective program specific student handbook that are in alignment with Faculty Rule
23 [3335-8-23](#) in making an appeal. In general, the student should first meet with the instructor of the
24 course and if the instructor does not agree that a procedural error was made, the student must meet
25 with the Program/Division director to discuss the grade.