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THE OHIO STATE UNIVERSITY

WEXNER MEDICAL CENTER

Department of Neurology

Patterns of Administration

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I Introduction

This document details the policies and procedures of the Department of Neurology as a supplement to the [Rules of the University Faculty](#). University and College of Medicine rules, policies, and procedures, and changes in them, take precedence over statements in this departmental 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 Chairperson. However, changes may be made at any time, subject to approval of the Office of Academic Affairs.

II Department Mission

The missions of the Department of Neurology at The Ohio State University College of Medicine are to:

1. Provide highly expert, professional and empathetic clinical care and diagnostic services for individuals with neurological conditions and diseases by a diverse faculty with the highest level of qualifications across neurological subspecialties.
2. Educate medical students, residents and fellows about the diagnosis and treatment of neurological diseases and conditions. We strive to train neurologists of the highest caliber for careers in private practice, the pharmaceutical industry, and academia.
3. Perform rigorous and innovative research in the pathogenesis and management of neurologic disorders, in order to elucidate genetic and environmental factors, novel biomarkers, therapeutic targets and interventions, and optimal and equitable approaches to diagnosis, prevention, care delivery, and treatment.
4. Raise awareness, in the Central Ohio community and beyond, of the medical and public health importance of neurologic diseases through the development of educational materials and activities.

III Academic Rights and Responsibilities

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

IV Faculty Designations

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 and decision-making purposes, voting members in the Department of Neurology are faculty with tenure, those who hold a tenure-track appointment but are currently untenured, research faculty, and those who hold a clinical faculty position with appointments requiring 50% or more service to the department.

Tenure Track Faculty:

The Department of Neurology can appoint faculty to Tenure Track Appointments. Tenure Track titles are Assistant Professor, Associate Professor, and Professor of Neurology. Tenure Track faculty members may vote in all matters of department governance.

Clinical Faculty:

The Department of Neurology can appoint faculty to Clinical Faculty appointments. Clinical Faculty titles are Assistant Professor, Associate Professor, and Professor of Clinical Neurology. Clinical faculty members with 0.5 or higher FTE, may vote in all matters of department governance except for tenure-track appointment, promotion, and tenure decisions. In accordance with College of Medicine guidelines for clinical departments, there is no cap on the total number of clinical faculty members in the department of Neurology.

Research Faculty:

The Department of Neurology can appoint faculty to Research Faculty appointments. Research Faculty titles are Research Assistant Professor, Research Associate Professor, and Research Professor of Neurology. Research faculty may vote in all matters of department governance except for tenure-track appointment, promotion and tenure decisions and clinical appointment and promotion decisions. Research Faculty can comprise no more than 20% of the number of tenure-track faculty members.

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.

Associated Faculty:

The Department of Neurology can appoint faculty to Associated Faculty appointments. Associated Faculty titles are tenure-track faculty on less than a 50% appointment, adjunct titles/ courtesy appointments, lecturer titles, and visiting titles. Associated faculty, with the exception of visiting faculty, may vote in all matters of departmental governance except personnel decisions. Visiting faculty may be invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter.

Emeritus Faculty:

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

V Department Organization

Divisions:

The Department is organized into several divisions which reflect the main programmatic areas of the department. These divisions include: Neuromuscular Disorders, Neurovascular Disease and Neurocritical Care, Neurocognitive Disease and Memory Disorders, Epilepsy, Headache and Concussion, Neuropathic Pain, Neuro-oncology, Parkinson's Disease and Related Movement Disorders, Multiple Sclerosis and Related Neuroimmunological Disorders, Translational Research, Public Health Services Research, Neurogenetics and the Neurohospitalist Service. Additional divisions may be added as new programmatic themes emerge. Within each Division, there are a range of research, teaching, and clinical activities which may include inpatient and outpatient services. Faculty members are affiliated primarily with a specific division, but may have significant activities across multiple divisions.

Disease focused Centers of Excellence:

The Department of Neurology encompasses several multidisciplinary centers that support translational research as well as clinical care focused on a specific neurological disorder or group of disorders. These include Centers for treatment and research of Parkinson's Disease, Multiple Sclerosis, Amyotrophic Lateral Sclerosis, Muscular Dystrophies, Peripheral Neuropathy, Lewy Body Dementia, Huntington's Disease, Spinal Cord Injury, Neuro-otological Disorders/ Dizziness, and Medication Refractory Epilepsy.

Education Office:

The Department maintains an Education Office, which coordinates the activities pertaining to teaching of medical students and residents. This office is led by a committee which includes the Chairperson, the Director of Residency, and the Director of Student Education/Neurology Clerkships. It is supported by a Residency Program manager and a Medical Student Clerkship manager. This office is primarily involved in daily administration of these educational programs, and preparation for accreditation reviews. Clinical fellowships are overseen by individual directors who are faculty members appointed by the Chairperson from respective subspecialty divisions.

VI. Overview of Departmental Administration and Decision Making

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

VII. Department Administration

A. Department Chairperson

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

In concordance with Faculty Rule 3335-3-35 regarding Chairs of departments, the Chairperson of the Department of Neurology is the administrative head of the department and oversees the clinical, research and educational activities of the faculty and staff. The Chairperson represents the faculty of the department in transactions with the Dean or other leaders in the university administration.

Other responsibilities of the Chairperson, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below;

- To have general administrative responsibility for department programs, subject to the approval of the Dean of the College, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan, with the members of the faculty and the Dean of the College, a progressive academic program; to encourage and support research investigations and educational activities.
- To evaluate and improve instructional and administrative processes on an ongoing basis.
- To promote improvement of instruction by requiring that each course, clinical rotation or other formal educational activity that is offered by the department is regularly critiqued. This shall include written evaluations by trainees and instructors. All of the Department's educational activities shall be reviewed periodically by the faculty.
- To directly evaluate each faculty member's performance annually or, when delegated to a division chief, to review and approve the evaluation of each faculty member. The annual reports will be performed in accordance with both University and department established criteria.
- To ensure that faculty members are informed of the rights to review their primary personnel file, and to respond to any evaluation, comment, or other

material contained in the file. All written responses by a faculty member will be placed in her or his file.

- After consultation with the eligible faculty, to recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure document.
- To ensure that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank.
- To ensure that adequate supervision and training are given to those members of the faculty and staff who may profit from such assistance.
- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.

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

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

B. Other Administrators

- **Vice Chairs**

Vice Chairs are appointed by the Chair of Neurology to support specific portions of the departmental mission. The number and types of Vice Chair positions are at the discretion of the Chair. These typically include a Vice Chair of Clinical Operations, a Vice Chair of Faculty Affairs, Diversity, Equity & Inclusion, and a

Vice Chair of Research, but others may be appointed as deemed necessary. The Vice Chairs serve on a year-to-year basis. The duties of each of these positions are determined by the Chairperson as dictated by departmental administrative needs.

- **Division Directors**

Each division is led by a director who oversees the clinical, research and educational programs of her or his division. Division directors are appointed by, and report to, the Chairperson. The division directors serve on a year-to-year basis and are reviewed for reappointment annually. A division director may be replaced by the Chairperson at any time. For divisions that do not have a director, either the Chair or one of the Vice Chair positions will provide additional administrative support, at the discretion of the Chair.

C. Committees

Some departmental decisions are made through committees and approved by the Chairperson. These include recommendations for initial recruitment of faculty, departmental practice plan and academic enrichment, medical records, quality assurance, and credentialing. Some of these committees are elected by the faculty, whereas others are appointed by the Chairperson. The Chairperson 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 the Eligible Faculty. The major standing committees within the Department of Neurology are as follows:

- The Executive Committee is composed of the Chairperson, Vice-Chairs, Department Administrator, and Division Directors. It meets monthly (or more often at the discretion of the chairperson) and advises the Chairperson about major policy and planning issues, usually before these are presented to the entire faculty at the monthly faculty meetings.
- The Promotion and Tenure Committee membership assists the eligible faculty in managing the personnel and promotion and tenure issues. The committee consists of a total of seven (7) to nine (9) members. At least 3 members will be tenure track faculty; the remaining may be non-probationary clinical faculty members. The committee's chair and members are appointed by the Department Chairperson. The term of service is three years, with reappointment possible. When considering cases involving research faculty the Promotion and Tenure Committee may be augmented by a non-probationary research faculty member. When considering cases involving associated faculty the Promotion and Tenure Committee may be augmented by a non-probationary associated faculty member.
- The Education Committee consists of the Residency Director, Residency Co-Director, Medical Student Education Director, the Department Chairperson, and

other faculty members appointed by the Chairperson in consultation with the core members. At least one member should represent the Committee on Diversity, Equity and Inclusion. The committee meets monthly, and oversees all decisions pertaining to the educational goals and needs of the Department of Neurology's educational program. The director of Residency Training chairs this committee.

- The Committee on Diversity, Equity and Inclusion is chaired by the Vice Chair of Faculty Affairs, Diversity, Equity & Inclusion, and includes a total of 12-15 members for a 2 year term. Membership in the committee is on a voluntary basis, and includes faculty, staff and trainee representatives. The missions of this committee are to: (i) promote the recruitment and retention of a diverse group of faculty, trainees, and staff; (ii) introduce policies and educational activities (including implicit bias training) that reinforce and enhance the department's commitment to equity, inclusion; and (iii) foster research about health care disparities among groups of individuals with neurological disorders. A Diversity Advocate, appointed by the Vice Chair of Academic Affairs, Diversity, Equity and Inclusion, sits on every department search committee for the recruitment of new faculty. A more detailed description of this committee's mission, goals and initiatives can be found [here](#).
- The Grand Rounds and Lectureship Committee plans, manages and directs the Department's formal academic lecture series, including Grand Rounds, named lectureships, and symposia. This committee is chaired by the departmental Chairperson or his/ her designee. Members include the Residency Director, at least 1 faculty representative from each Department Division, at least 1 representative from the Committee on Diversity, Equity and Inclusion, and 2 representatives from the Neurology Residency program. Faculty representatives will be the division chief or her/ his designee. Resident representatives will be selected by the Residency Director in consultation with the chief residents. The responsibilities of this committee include the selection and invitation of Grand Rounds speakers and named Lecturers, in consultation with the broader faculty as well as trainees. The term of service is 1 year, with reappointment possible.

VIII. Faculty Meetings

The Chairperson of the Department will schedule meetings of the faculty on a monthly basis, or more often as needed. All faculty meetings will be held on a date and at a location announced by the Chairperson. The Chairperson, in consultation with the faculty, will develop the agenda for these meetings, and any faculty member can submit an agenda item. Minutes will be kept by an administrative assistant appointed by the department Chairperson. Minutes are distributed to the entire faculty via email, within 1 week of each meeting. Business can be raised from the floor, and suggestions regarding faculty policy may be made by any faculty member during a meeting. The departmental Chairperson or his/her designee presides at the meeting. The structure is informal by mutual agreement. Attendance at faculty meetings is

considered mandatory, and all departmental faculty are required to attend at least nine faculty meetings per year.

The Chairperson will generally consult with the faculty on all matters of policy. Whenever practical, this consultation will take place during the monthly faculty meetings. The Department of Neurology recognizes in principle the presumption favoring majority rule on all matters covered by the Pattern of Administration. Decisions are usually made by faculty consensus or collective compromise, or by the Chairperson with tacit consent of the faculty. The Chairperson brings policy matters to the faculty meetings for collective consultation. Decisions are generally made by a simple majority vote, as long as a quorum (simple majority of the faculty), is present at a meeting. All faculty (50% or greater appointment on tenure track or clinical faculty, and full-time term appointment faculty) have a vote on academic matters. Special policies pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion and Tenure Document. When majority rule on policy matters is not followed, the Chairperson will explain the reason for departing from majority wishes at a faculty meeting. When possible, this explanation will be provided before the departure occurs. The explanation will outline the decision of the majority of the faculty, the decision of the department, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, when appropriate, or verbally at a faculty meeting, with an opportunity provided for faculty to comment.

IX. Faculty Duties and Responsibilities

The Department administration uses the guidelines cited below to ensure that comparable and equitable duties are assigned to faculty members, and that the scope and nature of these responsibilities are commensurate with his or her academic appointment (tenure eligible versus clinical, research, or associated faculty). Tenure track faculty members are expected to have responsibilities in teaching, research and service. However, the distribution of these responsibilities will vary widely among faculty. Fluctuations in instructional demand, departmental resources and particular circumstances may necessitate modification of this policy. While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the Chairperson assigns teaching and departmental service responsibilities. In making these assignments the Chairperson must balance the needs of the department with the preferences of the faculty member within the context of the department's policy on faculty duties, career goals, and responsibilities.

Many faculty members voluntarily take on a variety of professional activities that fall outside the department's guidelines on faculty duties and responsibilities. These activities often benefit the department or University and, to the extent possible, should be taken into account in considering a faculty member's total workload. However, fairness to other faculty and the department's need to meet its programmatic obligations may become issues when a faculty member seeks relief from departmental obligations in order to devote considerable time to personal

professional interests that may not directly contribute to departmental goals. The Chairperson may decline to approve such requests when approval is not judged to be in the best interests of the department.

During on-duty quarters faculty members are expected to be available for interaction with patients, clinical and administrative staff, residents, fellows, students, and other colleagues. On-duty faculty members should not be away from campus for extended periods of time, unless on an approved Special Assignment (SA).

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

It is understood that completion of expected responsibilities does not constitute meritorious performance. Evaluation of meritorious performance requires demonstrable achievements which substantially exceed the expectations for a faculty member. The nature of activities subsumed under the areas of responsibility and criteria for evaluation (teaching, research, service) are fully delineated in the Departmental Promotion and Tenure guidelines.

Every department, college without departments, and regional campus must have a written policy for the equitable assignment and distribution of faculty duties and responsibilities. Faculty Rule [3335-3-35](#) requires that such a policy be a part of the academic unit's pattern of administration. The guidelines below are in line with this requirement. These guidelines do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department Chairperson. 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 Chairperson 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.

- *Instructional activities:* Formal course offerings are not the primary mode of instruction for the Department of Neurology. Rather, faculty members provide lectures and Grand Rounds to the Department of Neurology and other departments in the College of Medicine (or other University Colleges, as requested). They lead and/ or participate in journal clubs, morning reports,

didactic seminars, case study sessions and mortality and morbidity conferences that are attended by residents, fellows and/ or medical students. They participate in clinical teaching as part of the medical school curriculum. They also provide clinical teaching to residents, medical students and fellows when acting as the attending physician in outpatient clinics or on inpatient consultative and ward services. Faculty who are engaged in research may train graduate students, MD/PhD students and fellows in the capacity of thesis advisor/ primary mentor. They may also serve on the thesis advisory committees for other graduate students at OSU. Neurology faculty may be asked to develop syllabi or other educational materials for medical student clerkships, resident outpatient rotations, and/ or the core residency curriculum. It is expected that all faculty will participate in the educational activities of the department, although the details of that participation are expected to vary from one faculty to another.

- *Service activities:* Service responsibilities include administrative (such as committee) work for the department, college, or university, as well as service to the faculty member's profession on a local or national level, or service to the local community. Faculty are encouraged to serve on study sections, academic meeting committees, data safety monitoring committees, and steering committees for clinical trials. The proportion of service provided to the Department, College, Medical Center or University, may vary from one faculty member to another.
- *Clinical activities:* Clinical activities encompass all patient care by those faculty members who are licensed to provide such care. Responsibilities include diagnosis, prognostication, clinical management/ consultation, interpretation of laboratory, radiological and electrophysiological test results, and performance of procedures, in ambulatory outpatient clinics as well as inpatient settings. All faculty with cFTE are expected to contribute to inpatient services and resident clinic when requested to do so by the Chairperson, and to share in the overnight and weekend coverage related to those services. This will overlap to some extent with the clinical supervision of medical students, residents, or fellows in clinical patient care activities. The proportion of time dedicated to clinical activities may vary throughout the year on the basis of departmental needs and competing obligations of the faculty member.
- *Research and other scholarly activity:* This includes investigations into the pathogenesis, epidemiology and management of neurological diseases, the identification of environmental and genetic risk factors of neurological diseases, as well as clinical studies, trials, and public health services research related to neurological disease. The ultimate goal is to generate new knowledge that may result in original publications in peer reviewed journals, external peer-reviewed grant awards, and ultimately the development of novel diagnostic, therapeutic, or teaching materials, tools, techniques and strategies. Scholarly activity also includes giving talks at state, national or international academic meetings, writing review articles and book chapters, and reviewing manuscripts

for peer reviewed journals.

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

A. Tenured or Tenure Eligible Faculty

1. Instructional Activities – Examples of core instructional activities include didactic lectures, morning report discussions, case report and morbidity/mortality conferences, and clinical supervision in the context of patient care. Faculty also teach by mentoring graduate students (PhD and MD/PhD) who are pursuing their thesis projects in the faculty member's laboratory. Teaching will occupy approximately 10% of the average workload, but may range from 5-30% depending on the particular faculty member's specific assignments and roles in the department. The proportion of time dedicated to teaching will likely fluctuate throughout the year.

2. Scholarly Activities – All tenured and tenure-eligible faculty are expected to have a significant commitment to scholarly activity and to make consistent efforts to obtain and maintain external support for their research program. Scholarly and instructional activities may overlap when faculty members design experiments or studies, interpret data, and write manuscripts or grant applications with mentees. Faculty are expected to budget adequate release time in grant applications to cover the realistic amount of time expected to be spent on the research project. Faculty are expected to be principal investigator on certain grants, as well as co-investigators or collaborators on the grants of other faculty. The average time allocated to scholarly activities will range between 50-90% but will vary throughout the year dependent on other areas of faculty responsibility, as well as time constraints (e.g. grant deadlines) pertaining to specific scholarly activities. The proportion of time spent in research may be influenced by obtaining release time through externally funded grants.

3. Service – Tenure track faculty are expected to contribute to the service needs of the Department, the College, and the Medical Center, as well as to participate in study sections, editorial boards of peer reviewed journals, professional societies and academic meetings. Faculty will spend approximately 5-20% of time on service related activities, which varies based on other professional obligations.

4. Clinical Activities – The time dedicated to clinical activities may overlap to

some extent with Teaching, particularly in the clinical supervision of medical students or residents engaged in patient care activities. Tenure track faculty who are licensed to practice medicine are generally be expected to spend approximately 10-30% of time on clinical activities. The amount of time devoted to clinical activities may vary throughout the year on the basis of the clinical and service needs of the department, other responsibilities of the faculty member, and the availability of research funding.

B. Clinical Faculty

1. Clinical Activities – Clinical faculty will devote a specific percentage of their time to clinical activities based on their respective contracts. The majority of this time will be devoted to patient care. Clinical responsibilities also include attending on a teaching service where students and residents rotate.

2. Instructional Activities - The teaching requirement will be integrated and overlap to a large extent with the clinical service in the supervision of trainees. The time dedicated specifically to teaching will typically range between 5-30%. The combined time dedicated to teaching and patient care will vary according to the department's needs and the individual faculty members' specific goals. It is expected that clinical faculty will take a leading role in teaching.

3. Scholarly Activity – Clinical faculty are expected to be active in authoring manuscripts, textbook chapters, textbooks, and to be involved in other scientific work. Active participation in ongoing clinical research as PI or as directed by other faculty (e.g. co-investigator or secondary authorship) is expected for advancement in rank.

4. Service - Clinical faculty are expected to contribute to the service needs of the Department, the College, and the Medical Center.

C. Research Faculty

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

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

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

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

D. Associated Faculty

Compensated associated faculty members are expected to contribute to the university's missions via clinical care, teaching, service and/or research depending on the terms of their individual appointments.

Faculty members with appointments <100% FTE will have proportionally reduced expectations based on their appointment level.

E. Parental Modification of Duties

The Department of Neurology strives to be a family-friendly, inclusive unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Medicine's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering. See the OHR [Parental Care Guidebook](#) and [college pattern of administration](#) for details.

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

See also Parental Leave Policy in Section XII.

X. Allocation of Department Resources

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

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

The allocation of office space will include considerations such as achieving proximity

of faculty in subdisciplines and productivity, and grouping staff functions to maximize efficiency.

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

Consistent with current departmental guidelines each faculty member is expected to generate their salary and benefits as well as a contribution to departmental overhead. Release time funds generated through grants must be included in the requested budget equivalent to the time expected to be devoted to that project. These funds will be applied against the faculty's financial obligation to the department.

Departmental travel funds and funds for CME activities will be distributed as outlined in faculty contracts.

XI. Leaves and Absences

The Department of Neurology fully adheres to the university policies on leaves and absences. These University policies with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources Policies and Forms [website](#). The information provided below supplements these policies.

- A. Discretionary Absence:** Faculty are expected to complete a [request for absence](#) (requires log-in) well in advance of a planned absence (e.g. as for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval, and time to assure that clinical, instructional and other commitments are covered. It is the policy of the Department that faculty members with regular outpatient clinical responsibilities submit application of leave forms at least 3 months in advance of the requested leave dates in order to minimize the rescheduling of patient appointments. In general, when discretionary leave is requested with less than 3 months' notice, the application will only be approved if all cancelled patients are rescheduled to be seen within 2 weeks of their original appointment.

Discretionary absence from duty is not a right and the Chair retains the authority to disapprove a proposed absence when it interferes with clinical, instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more days (see Faculty Rule [3335-5-08](#)).

- B. Absence for medical reasons:** When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence](#)

[form](#) (requires log-in) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should inform the Division Chief and/ or Chairperson promptly so that clinical, 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). For additional details see OHR [Policy 6.27](#).

C. Unpaid leave of absence: A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the Dean, Office of Academic Affairs, and Board of Trustees. The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#)

D. Special Assignments: Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). Special Assignments (SAs) are normally one semester in length and are designed to provide a faculty member time away from clinical, instructional, and other responsibilities in order to concentrate effort on research. SAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a semester in duration but more than a week or two, provided clinical and other responsibilities are not disrupted.

Faculty members who desire an SA should discuss the matter with the department Chairperson during their annual evaluation or as soon thereafter as possible. The department Chairperson will indicate whether submission of a full proposal articulating the purpose and nature of the SA is appropriate. The Chairperson will normally announce decisions regarding SAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

E. Faculty Professional Leave: Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#). A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Assignment and may be one or two semesters in length

for 9-month faculty and one, two, or three semesters in length for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave.

Faculty members who desire an FPL should discuss the matter with the department Chairperson during their annual evaluation or as soon thereafter as possible. The department Chairperson will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is warranted. Because FPL proposals must be approved by the Dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the end of Autumn Semester of the preceding year, except when the development of an unexpected opportunity precludes such timing.

The Chairperson's recommendation to the Dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave for the time requested.

F. 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 Leaves Program [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

XII. Supplemental Compensation and Paid External Consulting Activity

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

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

more than one business day per week on supplemental compensated activities and external consulting combined.

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

Should a department faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him or her, such textbook or material may be required for a course by the faculty member only if (1) department chairperson and dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

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

XIII. Financial Conflicts of Interest

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

Faculty members 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.

XIV. Grievance Procedures

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

- A. Salary grievances:** A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the 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 Chairperson and wish to pursue the matter may be eligible to file a more formal salary appeal. (See the Office of Academic Affairs [Policies and Procedures Handbook](#).)

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

- B. Faculty misconduct:** Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule [3335-5-04](#).
- C. Faculty Promotion and Tenure Appeals:** Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).
- D. Harassment, Discrimination, and Sexual Misconduct:** The University's policy and procedures related to affirmative action, equal employment opportunity, and non-discrimination/harassment are set forth in OHR [Policy 1.10](#). Ohio State's policy and procedures related to sexual misconduct are set forth in University [Policy 1.15](#). All incidents will be reported to the [Office of Institutional Equity](#).
- E. Violations of Laws, Rules, Regulations, or Policies:** Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).
- F. Student, Resident and Other Trainee Complaints:** Normally student, resident and other trainee complaints about courses, grades, rotations, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat trainees with respect regardless of the apparent merit of the complaint and provide a considered response. When trainees bring complaints about courses or rotations and instructors to the department Chairperson, the Chairperson will first ascertain whether the trainee requires confidentiality or not. If confidentiality is not required, the Chairperson will investigate the matter as fully and fairly as possible and provide a response to both the trainees and any affected faculty. Depending on the situation, the Chairperson may involve the Residency Director, Medical Student Education Director and/ or other members of the Education Committee. When appropriate, the Graduate Office of Education will be informed of the complaint. If confidentiality is required, the Chairperson will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students, residents and other trainees must always be handled strictly in accordance with University rules and policies. Faculty should seek the advice and assistance of the Chairperson and others with appropriate knowledge of policies and procedures when problematic situations arise.

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