

**The Department of Ophthalmology and Visual Sciences
The Ohio State University College of Medicine**

Pattern of Administration

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I. Introduction

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

This Pattern of Administration is subject to continuing revision. It is currently aligned with College of Medicine's (COM) Patterns of Administration (POA), approved on 4/14/2020. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation are subject to approval by the college office and the Office of Academic Affairs.

II. Department Mission

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

The Department of Ophthalmology and Visual Sciences at The Ohio State University College of Medicine falls under four main areas - patient care, research, education, and service.

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

To achieve this mission, all faculty members are expected to participate in and contribute to the patient care, research, teaching, service and goals of the department in a manner that is consistent with the nature of their faculty appointment. In addition, “stewardship” is another related area of in terms of assuring that our DOVS creates, supports and sustains a culture to take care of our resources of human capital resources in terms of outstanding clinical care, mentoring and sponsorship, and other important resources.

The department strives to enhance the quality of its endeavors by fostering the professional development and improvement of all faculty members.

Values

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

workforce. Our values mirror those in the College of Medicine:

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

III. Academic Rights and Responsibilities

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

IV. Faculty

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 of the department faculty are those members with tenure, those who are untenured and hold a tenure-track appointment, and members holding a clinical or research faculty position with appointments requiring 50% or more service to the department. 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.

Tenure Track Faculty: Persons with titles of Instructor of Ophthalmology, Assistant Professor of Ophthalmology, Associate Professor of Ophthalmology or Professor of Ophthalmology, who serve on appointments totaling 50% or more serve to the University.

Clinical Faculty: Persons with titles of Assistant Professor of Clinical Ophthalmology, Associate Professor of Clinical Ophthalmology, or Professor of Clinical Ophthalmology, who serve on appointments totaling 50% or more service to the University. Clinical faculty members may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and research faculty promotion decisions.. Procedures for reappointment and promotion are described in the Department of Ophthalmology and Visual Sciences Appointments, Promotion and Tenure Document. In accordance with College of Medicine guidelines for clinical departments, there is no cap on the total number of clinical faculty members in the Department of Ophthalmology and Visual Sciences.

Research Faculty: Persons with titles of Research Assistant Professor of Ophthalmology, Research Associate Professor of Ophthalmology, and Research Professor of Ophthalmology. Research faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and clinical appointment and promotion decisions.

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

Associated Faculty: A broad category of faculty titles that encompasses adjunct, visiting, returning retiree, lecturer, tenure track faculty who have an appointment of less than 50%, and clinical practice faculty. Associated faculty may or may not be Ohio State University employees. They may be paid or not paid. Titles include: adjunct instructor/assistant/associate/ professor; visiting assistant/associate/professor; assistant/associate/professor-practice. Associated faculty may be invited to faculty meetings and their participation may be solicited in departmental discussions, but associated faculty have no formal vote. The positions may be appointed for up to three years and the term may be renewed. Procedures for reappointment and promotion are defined in the Department of Ophthalmology and Visual Sciences Appointments, Promotion and Tenure Document.

Associated faculty will be asked to contribute to the mission of the Department of Ophthalmology and Visual Sciences in some form over a one to two year period as acknowledged by the Chair or department designee. Clinical practice faculty have departmental working titles of "Associated faculty A" (formerly Courtesy A as called in DOVS, but no longer used) and "Associated faculty B" (formerly Courtesy B as called in DOVS, but no longer used). Associated faculty A providers have OR and admitting privileges at the Wexner Medical Center. Associated faculty B providers are members of the medical staff, but do not have OR or admitting privileges.

Courtesy Faculty Appointments from other OSU Departments: A non-salaried appointment for a tenure-track, clinical, or research University faculty member from another department is considered a "Courtesy" appointment. An individual with an appointment in another department may request a Courtesy appointment in the Department of Ophthalmology and Visual Sciences when that faculty member's scholarly and academic activity overlaps significantly with the discipline of this unit. Such appointments must be made at the same faculty rank, using the same title, as that offered in the primary department. Courtesy appointments are warranted only if they are accompanied by substantial involvement in the academic and scholarly work of the Department, for example, in circumstances of clear research overlap with clinical expertise that benefits the other departments in terms of education of learners or contributions to department functions, such as curriculum development and seminar series.

Joint Faculty: Joint faculty have a split salary between multiple departments.

Emeritus Faculty: Emeritus Faculty status is an honor given in recognition of sustained academic contributions to the University as described in Faculty Rule [3335-5-36](#). Full-time tenure track, clinical, research or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. Emeritus faculty members in this department do not have voting rights in the department governance. Emeritus faculty do not vote for tenure-track appointment, promotion and tenure decisions or clinical or research faculty appointment and promotion decisions.

Voting Rights

Faculty members with a 50% or more compensated appointment, whose TIU is in the Department, and who hold an appointment as tenure-track faculty, clinical faculty, or

research faculty shall have a full vote at Department faculty meetings and in College level faculty elections.

- Tenure-track faculty may participate in discussions of tenure-track, clinical, and research faculty matters, including promotion and tenure reviews.
- Clinical faculty may participate in discussions of clinical faculty matters, including promotion reviews of clinical faculty.
- Research faculty may participate in discussions of research faculty matters including promotion reviews of research faculty.
- Associated and emeritus faculty may not participate in discussion of or votes on personnel matters.

V. Organization of Department Services and Staff

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

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

There is a non-clinical Division of Research, composed of vision scientists and physician scientists.

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

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

- Vice Chair of Administration and Finance
- Vice Chair for Clinical Affairs
- Vice Chair of Diversity, Inclusion, Equity and Talent (DIET)
- Vice Chair for Education of Technicians and Allied Health
- Vice Chair for Innovation and Technology
- Vice Chair of Quality and Safety
- Vice Chair for Research

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

- Clinical Director of Gowdy/Eye and Ear Institute
- Clinical Director of Satellites
- Course Director of Continuing Medical Education

- Director of Community Outreach
- Director of Facilities
- Director of **V**ision **S**ciences and **O**phthalmology **R**esearch (ViSOR)
- Fellowship Directors
- Medical Student Director
- Residency Program Director
- Specialty Service Directors
- Wellness Director

Department Managers support the Chair, Vice Chair for Clinical Affairs, and Clinical Directors with the clinic-related staff for patient care operations: These positions include:

- Associate Director of Clinical Operations
- Clinic Coordinator, Doan Hall
- Clinic Coordinator, Outpatient Care New Albany and Westerville
- Clinic Coordinator, Outpatient Care Dublin Post Road and Dublin
- Manager of Ophthalmic Technicians
- Manager of Surgery Schedulers
- Manager of Medical Records

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

The position for an Education Resource Specialist was created in 2021 to support the Medical Student Director, Residency Program Director and Department Chair for best practices in adult education.

VI. Overview of Departmental Administration and Decision-Making

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

IV. Department Administration

A. Chair

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

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

1. To have general administrative responsibility for department programs, subject to the approval of the Dean of the College of Medicine, and to conduct business of the

department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

2. To plan with the members of the faculty and the Dean of the college a progressive program; to encourage research and educational investigations.
3. To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
4. To evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
5. To recommend, after consultation with the eligible faculty, appointments, reappointments, 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.
6. To see that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their rank, and in general to lead in maintaining a high level of morale.
7. To maintain a curriculum vitae for all personnel teaching a course in the Department's curriculum.
8. To see that adequate supervision and training are given to those members of the faculty and staff who may profit from such assistance.
9. To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
10. To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.
11. To recognize in principle, the presumption favoring majority faculty rule on all matters covered by the Pattern of Administration. Whenever majority faculty rule is not followed, the Chair shall explain the reason(s) for the departure in order to enhance communication and to facilitate understanding within the department. Where possible this statement of reason(s) shall be provided before the departure occurs. This explanation shall outline the decision of the majority of the faculty, the decision of the Chair, and the reason(s) the decision differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for the faculty to comment.

B. Other Administrators

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

Vice Chairs

The Vice Chairs shall be appointed by the Chair from among members of the Department and shall serve a renewable term of office of three years. The Vice Chairs shall have responsibility for the major categories of activities of the Department, which include clinical operations, quality and safety, research and innovation and technology. The term of office of each Vice Chair will automatically expire upon the termination of service of the Chair. In the absence of the Chair, the administrative responsibilities of the Department shall be directed by a designated Vice Chair. In the absence of the Vice Chair, the Chair shall designate an appropriate senior faculty member to have primary authority.

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

Department Chief Administrator

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

Administrative Directors:

Administrative Directors shall be appointed by the Department Chair from among the members of the Department for a term of at one year that may be renewed by the Chair. Administrative Director's term renewal is subject to satisfactory performance.

Committee Chairs:

Each committee chair shall be appointed by the Department Chair from among the members of the Department for a term of at least two years that may be renewed by the Chair. The Committee Chair of each committee is responsible for the regular functions of the committee, including organization and conduct of meeting at intervals specified by the committee charge, and presentation of periodic reports at Department meetings.

Division Managers:

Each Manager is appointed based by the Administrative Director with approval by the Department Chair based upon appropriate leadership skills for the functional and operational needs of a given work group.

Division Directors:

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

Medical Student Clerkship Director:

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

Residency Program Director:

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

C. Committees

Much of the development and implementation of the Department's policies and programs is carried out by standing and ad hoc committees. The Chair is an ex officio member of all department committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Appointments, Promotion and Tenure Committee. The standing committees of the Department are: The Appointments, Promotion and Tenure Committee, The Clinical Competency Committee, The Finance Committee, The Program Education Committee, The Quality Assurance Committee, The Research Committee, The Resident Selection Committee, and The Space Committee. Ad hoc committees made are formed at the discretion of the Chair and typically relate to faculty recruitment.

1. ***The Appointments, Promotion and Tenure Committee*** is composed of three to five faculty at the rank of Professors and two to four faculty at the rank of Associate Professors. Among these faculty members, at least three will represent faculty who have tenure and the remaining faculty members may be non-probationary clinical and research faculty. The committee's chair and members are appointed by the Department Chair. In selecting committee members, the Chair shall take into consideration the need for gender and racial/ethnic diversity. If fewer than three faculty members are eligible, additional eligible faculty from a related discipline shall be selected in accordance with procedures described in the department's Appointments, Promotion and Tenure document. The term of service is three to five years, with reappointment possible.

Regarding voting rights and membership, the Chair of the Department shall not be a voting member of the committee. Emeritus faculty members may not serve on the committee. Special policies pertain to voting on personnel matters, and these are set forth in the Department's Appointments, Promotion and Tenure Document.

Regarding duties, the Appointments, Promotion and Tenure Committee is to provide the Chair with significant consultative input concerning the appointment of faculty and promotion and tenure of existing Department faculty, and other related matters in accordance with the Department's Appointments, Promotion and Tenure document. The term of service is three to five years, with reappointment possible.

2. **The Clinical Competency Committee** is composed of three or more members of the active teaching faculty who serve in an advisory role to the residency program director. The committee is appointed by the residency program director. The committee meets biannually to assess the progress of all residents in the area of the ACGME milestones. The term of service is three to five years, with reappointment possible.
3. **The Finance Committee** is appointed by the Department Chair and consists of at least three faculty members. The committee is advisory to the Department Chair on all fiscal matters except for decisions concerning faculty salary, which is the responsibility of the Chair. The term of service is three to five years, with reappointment possible.
4. **The Program Education Committee** is composed of the committee chairperson, residency program director, site directors for each residency rotation site, two faculty members and at least one resident, but all residents are invited to participate on the committee. The committee reviews and evaluates the current residency program. The term of service is three to five years, with reappointment possible.
5. **Quality Assurance** for the Department is the responsibility of the Chair with the assistance of the Vice Chair of Quality and Safety (see V. Organization of Department Services and Staff). The Chair may elect to appoint a committee to assist in maintaining an ongoing assessment of the quality of care provided to patients by members of the Department and to document outcome results for both inpatient and outpatient treatment. Results of the committee evaluation are to be reported to the faculty at every other scheduled faculty meeting and any written report should become part of the faculty meeting minutes. The term of service is three to five years, with reappointment possible.
6. **The Research Committee** is appointed by the Department Chair and is selected from faculty members who are actively involved in both clinical and bench research. The research committee will be composed of three members. The committee will monitor research activity in the Department, make recommendations to the Chair in the assignment of research space, and assist faculty, residents, fellows, and students in organizing and conducting research projects. This committee will maintain current information on developing grant proposals and provide assistance to faculty in developing and submitting competitive grant applications locally and to extramural sources. With the input of the Chair, the research committee will support scholarship activities related to the meeting and seminar series called ViSOR (**V**ision **S**ciences and **O**phthalmology **R**esearch), which was launched in 2020. ViSOR has the purpose to invite external, renowned speakers so that we can learn from them and showcase our research program growth. In addition, the research committee together with the Chair will encourage the voluntary participation in Chalk Talks as part of grantsmanship in preparation for grant submissions. The term of service is three to five years, with reappointment possible.
7. **The Resident Selection Committee** is composed of the committee chairperson and two or more faculty members of any rank selected by the Program Director. Additional

committee members may be selected by the Program Director in consultation with the Department Chair. Adjunct faculty members may be asked to serve on this committee if they are actively involved in resident education. The committee organizes and conducts interviews and makes the final decision on which candidates are to be recommended to the Program Director and Chair to be offered a residency position. The term of service is three to five years, with reappointment possible.

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

VIII. Faculty Meetings

Faculty meetings are scheduled monthly. The Chair may elect to call a special meeting when a matter of importance requires faculty consultation. Meeting minutes will be maintained of each faculty meeting and these minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes. Records will be maintained of any other actions covered by this statement of administrative policy. Faculty members are informed of all faculty meetings by email to their office email address and when possible the agenda is included in the notice.

The agenda is developed and approved by the Chair, but any faculty or staff member may request that an item be included.

A quorum is constituted when a majority of the faculty eligible to transact business for vote are present.

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

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

IX. Distribution of Faculty Duties, Responsibilities, and Workload

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

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

of the Department with the preferences of the faculty member within the context of the Department's policy on faculty duties and responsibilities.

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

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

Fluctuations in demands and resources in the department may warrant temporary deviations from the agreed on assignments. The above policies established by the Chair and faculty as they relate to workload do not constitute a contractual agreement.

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 Chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA [Policy on Outside Activities and Conflicts](#).

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

A Tenure-track Faculty

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

Teaching

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

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

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

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

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's [Appointments, Promotion, and Tenure Document](#). The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload. Over a four-year rolling period a faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of similar quality and length as articles. Faculty engaged in basic or applied research are expected to attract extramural funding that supports at least 15% AY release time and that supports at least two graduate students per year. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

Service

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

The department recognizes that some of its faculty members bear an inherent additional service burden. That burden accrues when faculty members, often women and/or underrepresented colleagues, are recognized as uniquely positioned to assist with work at the department, college, or university levels. Such individuals may be expected to provide more service than normal because their particular expertise, perspective, or voice can help working groups, for example, or task forces or students (through their mentorship of them) understand context, options, and opportunities in new ways. This additional service burden does not derive from volunteerism. Rather, it is an unwarranted and inequitable expectation.

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

B Clinical Faculty

The Department of Ophthalmology and Visual Sciences appoints clinical faculty. Clinical faculty members are expected to have responsibilities in all aspects of the academic mission, and are expected to have a relative emphasis on teaching and service. The standard workload expectations for full-time clinical faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Clinical faculty members are expected to contribute to the department's research and education missions, as reflected by participation in graduate program development and teaching. Clinical faculty members are expected to

contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track.

C Research Faculty

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

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

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

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

D Associated Faculty

The associated faculty's primary function is education and patient care, though scholarly activity is encouraged.

Standard workload expectations for compensated associated faculty members are 80-100% education and patient care, 0-20% scholarship, and 0-20% service, depending on the terms of their individual appointments.

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

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

Additional details for the various faculty categories are detailed in the Department [Appointment, Promotion and Tenure document](#).

E Parental Modification of Duties

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

The faculty member requesting the modification of duties for childbirth/adoption/fostering and the Department Chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be

spelled out in an MOU that is approved by the Dean. See the OHR [Parental Care Guidebook](#) for additional details. See also the Parental Leave Policy in Section XI.

X. Allocations of Department Resources

Space

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

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

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

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

Fiscal

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

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

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

Faculty who believe their University base salary is inequitable should refer to the [OAA Policies and Procedures Handbook](#) for information about appeals processes.

Annual Department funds will be allocated towards faculty continuing medical education, and can be used in the form of memberships, courses, registrations, and will include one annual publication fee. Additional support can be requested at the discretion of the Chair.

XI. Leaves and Absences

The university's policies and procedures with respect to leave and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and [Office of Human Resources Policies and Forms](#) website. In general, there are 4 types of leaves and absences taken by faculty (in addition to parental leave which is detailed in the [Parental Care Guidebook](#)).

Ordinary leave of absence by a faculty member requires that a leave of absence request be submitted to the Chair for approval. The Chair will take into consideration the length of time

requested and the effect the leave will have on the faculty member's duties and responsibilities before approval. Paid sick leave should be used before a leave of absence is granted for illness.

An unpaid leave of absence may be requested for personal or professional reasons. Leaves of absence are not granted to untenured faculty in their terminal year of employment or to faculty who have accepted a new position. Unpaid leave of absence must be approved by the Chair, Dean of the College, Office of Academic Affairs, and the Board of Trustees. The information provided below supplements these policies.

Discretionary Absence. Faculty are expected to make an appropriate absence request in [Workday](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right, and the Chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)).

Absence for Medical Reasons (Sick Leave). When absences for medical reasons are anticipated, faculty members are expected to complete an appropriate absence request in [Workday](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the Chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments).

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

Special Assignments. SAs are normally one semester in length and are designed to provide a tenure-track faculty member time away from classroom teaching and some 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 classroom teaching is not disrupted.

Untenured faculty will normally be provided an SA during their probationary period. Reasonable efforts will be made to provide SA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department, and the need to assure that sufficient faculty are always present to carry out department work.

Faculty members who desire an SA should discuss the matter with the Chair during annual evaluation or as soon thereafter as possible. The Chair will indicate whether submission of a full proposal articulating the purpose and nature of the SA is appropriate. The Chair 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. Additional information on Special Assignments is presented in the [Office of Academic Affairs Special Assignment Policy](#).

Faculty Professional Leave. A Faculty Professional Leave (also known as a sabbatical) constitutes a more formal departure from academic duties than a Special Assignment and may be one or two semesters in length for 9-month faculty and one or two semesters in length for tenured 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 (see the OAA [Policy on Faculty Professional Leaves](#)).

Faculty members who desire an FPL should discuss the matter with the Department Chair during their annual evaluation or as soon thereafter as possible. The Department Chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. 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 the Autumn Semester of the preceding year, except when the development of an unexpected opportunity precludes such timing.

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

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

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 Outside Activities and Conflicts](#). The information provided below and in the COM POA supplements these policies.

The Department of Ophthalmology and Visual Sciences adheres to the University policy on paid external consulting. The purpose of this policy is to establish guidelines and reporting requirements for paid consulting external to the University that is undertaken by faculty members, and that is related to their areas of professional expertise. 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 both the Department Chair and the Dean or designee 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 duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with 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 members are encouraged to engage in paid external consulting to the extent that these activities are clearly related to the mission of the University, and the Department, and the expertise of the faculty member, provide direct or indirect benefits to the University and Department, and do not entail a conflict of interest as defined [by the Office of University Compliance and Integrity](#).

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

A faculty member must complete the [Paid External Consulting Approval Form](#) for each consulting arrangement. All absence from duty of one full business day or more resulting from consulting, and all absences resulting from consulting that causes a missed commitment requires the prior approval of the Chair and the Dean.

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

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

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

XIV. Grievance Procedures

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

1. **Medical student complaints and grievances** will be reviewed first by the Department of Ophthalmology Medical Student Clerkship Director and if necessary the Chair, who

will first ascertain whether or not the student requires confidentiality. If confidentiality is not required, the Chair will investigate the matter as fully and fairly as possible and provide a response to both the student and any affected faculty. If confidentiality is required, the Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#). The student may be referred to the Associate Dean for Student Life and finally the Dean of the College. Note that student complaints about courses, grades, and related matters are brought first to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response.

2. **Staff grievances** will normally be referred to the Department chief administrator if not resolved at the section unit level. If not resolved through the department chief administrator, then the matter will be referred to the Department Chair. Staff members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.
3. **Faculty grievances** related to a number of issues including salary, space assignment, teaching assignment, promotion and tenure, annual review evaluation, and other related faculty issues are first reviewed by the Chair, and if necessary the Dean, and the Office of Academic Affairs.
4. Known instances of **research misconduct** must be reported to the Chair, the Dean, and the Office of Research under the [University Research Misconduct Policy](#).
5. **Faculty Misconduct/Incompetence**. Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule [3335-5-04](#).
6. **Faculty Promotion and Tenure Appeals**. Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).
7. **Harassment, Discrimination, Sexual Misconduct and Relationship Violence**. The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct. Ohio State's policy and procedures related to affirmative action, equal employment opportunity, and non-discrimination/harassment are set forth in university [policy on affirmative action and equal employment opportunity](#). The University's policy and procedures related to sexual misconduct are set forth in [policy on nondiscrimination, harassment, and sexual misconduct](#).
8. **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](#).
9. **Complaints regarding students** must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the Chair and others with appropriate knowledge of policies and procedures when

problematic situations arise. 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, 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.

10. Professional Student Honor Code. The College of Medicine has a [student honor code](#).

History of this Document

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

- Clarified and confirmed with Dr. Cynthia Roberts that historically there was a category of “Clinical Faculty, PhD” in the past at COM and this Department; however, this category of appointment is no longer present.
- January – February 2022 responded to OAA comments, made some other edits with Trish Weber and Dr. Cynthia Roberts, assured accurate URL links, and adjusted pages on Table of Contents.
- October 3, 2022, SM finalized edits and clarified language of former use of “Courtesy A” and “Courtesy B” clinicians which is now called “Associated faculty” to be consistent with COM POA.
- January 20, 2024, SM finalized edits, responded to messages.
- June 19, 2024, SM responded to messages on pgs 1 and 14.
- August 23, 2024, SM responded to Melinda Nelson’s comment, harmonized roman numeral section numbering, harmonized the TOC