

**Patterns Of Administration for
The Ohio State University
Department of Pediatrics**

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I. INTRODUCTION

This document describes the organization, patterns of administration, policies and procedures affecting activities of the faculty of the Department of Pediatrics of The Ohio State University College of Medicine. This document is a supplement to University and College [rules](#) and cannot conflict with the University or College, whose statutes, rules, and policies supersede statements presented herein. A description of the Department rules regarding appointments and promotions is presented in a separate document, The Department of Pediatrics [Appointments, Promotion and Tenure Document](#). In addition, certain additional policies and procedures, regulations and employment benefits of the faculty are administered by Nationwide Children's Hospital and the Pediatric Academic Association (PAA), the practice plan of the Department of Pediatrics.

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

II. DEPARTMENT MISSION

Mission Statement: The mission of the Department of Pediatrics is to promote excellence in teaching, research, academics, advocacy, and administrative service in a diverse and inclusive environment and to provide the most effective, efficient, and compassionate medical care, promoting health equity and equal access to health care.

The Department assures that its Policy on Faculty Duties and Responsibilities, included in its [Patterns of Administration](#), is consistent with this mission and its criteria for appointments, promotion, and tenure, merit salary, and other rewards.

III. VALUES

Shared values are the commitments made by the College's community regarding how work will be conducted. Our values in the College of Medicine include:

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

We also embrace Nationwide Children's Hospital values. As one team we:

- Do the right thing.
- Create a safe day every day.
- Promote health and well-being.
- Are agile and innovative.
- Get results.

The Department of Pediatrics operates on the premise that all faculty and staff have unique talents that contribute to the pursuit of excellence and further our ambition. Faculty, staff, and trainees are expected to set a high example of collegiality in the workplace, with respect for personal boundaries and diversity and inclusion. They must avoid behaviors that interfere with or adversely affect a community member's ability to learn, carry out research, care for patients or fulfill the individual's professional responsibilities. This interaction may be seen in the creation of our learning environment, research collaborations, co-authorship of publications, team approach to clinical practice including health and wellness, sharing of innovative ideas in committee meetings, community, and industry outreach. Faculty members are expected to offer mentorship within the entire learning community, including mentorship to faculty colleagues.

The Department of Pediatrics supports diverse beliefs and the free exchange of ideas and opinion and expects faculty, staff, and students to promote these values and apply them in a professional manner in all academic endeavors and interactions within and representing the College.

All faculty, staff, and trainees should work toward establishing and maintaining a team culture and an enriching and diverse intellectual working and learning environment. The department is committed to evaluating the practice of these core values as part of all performance evaluations.

Policy and program decisions will be made by the Chair, with consultation and discussion with the Vice Chairs, the Division Chief, Center Directors, by the Department as a whole, and with the advice of standing or ad hoc Departmental committees. Departmental decision making seeks to strike a balance between assuring active and meaningful involvement of the faculty in governance and recognizing that the Chair, on behalf of the College of Medicine and Nationwide Children's Hospital, has ultimate responsibility for the Department's administration. Whenever possible, policy and program decisions in the Department will be based on the principle of majority rule.

IV. ACADEMIC RIGHTS AND RESPONSIBILITIES

The Department of Pediatrics embraces the Universities statement and reaffirmation of academic rights and responsibilities found at this link -- [reaffirmation](#).

V. FACULTY AND VOTING RIGHTS

A. Faculty Appointments

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.

Faculty membership in the Department of Pediatrics is granted by the Board of Trustees, upon agreement by the Dean of the College of Medicine and Executive Vice President and Provost of the University. The President of the University and the Dean of the College of Medicine are members of the faculty of the Department of Pediatrics, in accordance with the University rules.

The faculty shall include persons appointed by the Board of Trustees of The Ohio State University with tenure, clinical, research, associated and emeritus faculty titles on full or part-time appointments, with or without salary. The criteria for appointment, promotion, and tenure in the Department of Pediatrics are described in a separate document, The Department of Pediatrics [Appointment, Promotion and Tenure Document](#).

Faculty may hold one of the following ranks at a given time:

Tenure track Faculty

Tenure-track faculty are persons with the titles of professor, associate professor, assistant professor, or instructor who serve on appointments totaling fifty per cent or more service to the University. Tenure-track faculty have no limitations for participation or voting in University, College, or Department governance as noted in Faculty Rule [3335-6-11](#).

Clinical Faculty

Clinical faculty are persons with the title of clinical professor, associate clinical professor, assistant clinical professor, or clinical instructor who serve on appointments totaling fifty per cent or more service to the University. There is no cap on the number of clinical faculty the department may appoint. Clinical faculty members are not eligible for tenure. Clinical faculty members may vote in all matters of departmental governance. Clinical faculty appointed to the department's Appointments, Promotion, and Tenure Committee may not vote on tenure track appointment, promotion and tenure decisions or research appointment and promotion decisions. Any clinical faculty member appointed by the department may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

Research Faculty

Research faculty are persons with the title of research, research associate professor, or research assistant professor who serve on appointments

totaling fifty per cent or more service to the University. Research faculty members are not eligible for tenure. Unless otherwise authorized by a majority vote of the tenure-track faculty in the department, research faculty must comprise no more than twenty per cent of the number of tenure-track faculty in the unit. In all cases, however, the number of research faculty positions in a unit must constitute a minority with respect to the number of tenure-track faculty in the unit. Research faculty are eligible to serve on university committees and task forces but not on the department's Appointments, Promotion, and Tenure Committee or university governance committees. They are not eligible to vote on any appointment, promotion, or tenure decision.

Associated Faculty

Associated Faculty, as defined in the *Rules of the University Faculty* [3335-5-19](#) (B)(3), include "persons with practice titles, adjunct titles, visiting titles, returning retirees, and lecturer titles." Persons with a tenure-track faculty title on an appointment of less than 50% FTE are associated faculty. Members of the associated faculty may not vote at any level of governance, and may not participate in promotion and tenure matters. Associated faculty appointments may be as short as a few weeks to assist with a focused project, a semester to teach one or more courses, or for up to three years when a longer contract is useful for long-term planning and retention. In accordance with the rules of the University, associated faculty are not eligible for tenure.

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](#). Emeritus faculty are invited to participate in discussions on non-personnel matters but may not participate in personnel matters, including appointment, promotion and tenure reviews, and may not vote on any matter. Emeritus faculty members have benefits provided by the University but are not entitled to office space or other resources. Provision of such resources is at the discretion of the Department Chair.

**VI. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF IN
CONTEXT OF NATIONWIDE CHILDREN'S HOSPITAL
LEADERSHIP**

Executive Leadership

Chief Executive Officer
Chief Operating Officer
Chief Medical Officer
Executive Vice President, Chief Financial/Administrative Officer
Physician-in-Chief
President, The Research Institute
Surgeon-in-Chief
Senior Vice President and Chief Nursing Officer
President, The Center for Family Safety and Healing
President, Nationwide Children's Foundation

Department and Division Chiefs

Department of Pediatrics	Division of Gastroenterology, Hepatology & Nutrition
Division of Adolescent Medicine	Division of Hematology & Oncology
Division of Allergy & Immunology	Division of Infectious Diseases
Division of Primary Care Pediatrics	Division of Genetics & Genomic Medicine
Division of Cardiology	Division of Neonatology
Division of Child Abuse Pediatrics	Division of Nephrology
Division of Clinical Informatics	Division of Neurology
Division of Complex Care	Division of Psychology
Division of Critical Care	Division of Pulmonary Medicine
Division of Dermatology	Division of Rheumatology
Division of Developmental & Behavioral Pediatrics	Division of Sports Medicine
Division of Emergency Medicine	Division of Toxicology
Division of Endocrinology	Division of Urgent Care
Division of Hospital Pediatrics	

VII. OVERVIEW OF DEPARTMENTAL DECISION- MAKING

As noted in Section III, policy and program decisions are made in a number of ways: by the departmental faculty as a whole, by standing or special committees of the department, or by the department chair. The nature and importance of any individual matter determine how it

is addressed. Departmental 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.

VIII. DEPARTMENT ADMINISTRATION

A. Chair of Department

The Department Chair is the administrative head of the Department and represents the faculty of the Department to the Dean of the College of Medicine and the University administration. Ideally, all departmental policy and programmatic decisions will be made with input by faculty of the Department as a whole or by standing or special committees of the Department's faculty.

Duties of the Chair of the Department:

The primary responsibilities of the Department Chair are set forth in Faculty Rule [3335-3-35](#).

- In consultation with the faculty, develop a document describing the pattern of administration of the Department of Pediatrics. A copy of this document will be distributed to Department faculty, the Dean of the College of Medicine, and the Executive Vice President and Provost of The Ohio State University.
- Provide dates of faculty meetings sufficiently early to permit scheduled adjustments. The Chair will provide written notice, when possible, of changes in the schedule of faculty meetings.
- Maintain a record of all faculty meetings, and to maintain records of all other actions covered by the Patterns of Administration.
- Recognize in principle the presumption favoring majority rule on all matters covered by the Patterns of Administration. It is the responsibility of the Chair to communicate to the faculty the reason(s) for any departure from a decision of the faculty majority, in writing, or through a meeting of the faculty as a whole, with opportunities for the faculty to comment. Whenever possible, the reasons will be communicated before the departure occurs.
- Establish and review Divisions and Centers.
- Appoint, review, and reappoint or replace Vice Chairs, Division Chiefs and Center Directors, directly or through a designee.
- Assure the equitable distribution of instructional, scholarship and service assignments by the Division Chiefs and Center Directors.
- Prepare, after consultation with the faculty and in accordance with the Patterns of Administration, a document describing the Appointment, Promotion and Tenure Criteria and Procedures for tenure-track, clinical, research and associated faculty, according to which recommendations are made concerning appointments and/or dismissals, salary adjustments,

promotions in rank, and matters that affect the tenure of the faculty. A copy of this document will be distributed to Department faculty, the Dean of the College of Medicine, and the Executive Vice President and Provost of The Ohio State University. At the beginning of each four-year term of the Department Chair, the members of the Department, the Dean of the College of Medicine, and the Executive Vice President and Provost shall receive either a revision or reaffirmation of the original document.

- Operate the business of the Department productively and efficiently.
- Assign workload according to the department's workload guidelines (see Section X) and faculty appointment type (and rank) and continuously evaluate and improve the Departmental instructional, research, clinical and administrative processes, and outcomes.
- Evaluate the performance of faculty members yearly in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure Document and subject to guidelines from the Executive Vice President and Provost, and according to any supplemental criteria set up by the Department of Pediatrics or College of Medicine. The performance evaluations may be done by the Chair or by a designee, including but not limited to the Vice Chair for Academic Affairs, the faculty member's Division Chief, or Center Director.
- Inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their tenure initiating unit and to place in that file a response to any evaluation, comment or other material contained in the file.
- Recommend to the Dean of the College of Medicine, after consultation with faculty, appointments, promotion, dismissals, and matters affecting the tenure of Departmental faculty.
- Encourage research, teaching academics and original investigation.
- Maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- Ensure all faculty members, regardless of their assigned location, are offered the Departmental privileges and responsibilities appropriate to their rank and past performance.
- Nurture high level of morale among Departmental faculty members.
- Embrace diversity and inclusion.
- Maintain an outstanding faculty development program that ensures faculty reach their maximum professional potential.
- Prepare an annual budget for the consideration of the Dean of the College of Medicine.
- Promote a discipline of continuous improvement of instruction by providing for the evaluation of each course, curriculum, or lecture, including written evaluation by students and residents of the course and instructors, as well as periodic course review by the faculty.
- Facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of

Academic Affairs.

- Recognize the role of the Vice Chairs, Division Chiefs and Center Directors in assigning duties and responsibilities to faculty members in instruction, scholarship, and service, but to maintain final responsibility for this duty.
- Appoint standing committees, and ad hoc committees to meet Departmental needs. To select committee members and a chair for each committee based on expertise, interest, workload, and rank.
- Communicate, collaborate, and promote effective interchange among peer Department Chairs.

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

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

B. Vice Chairs of the Department of Pediatrics

The Department will have Vice Chair positions as needed. Appointment of the Vice Chair(s) shall be made by the Department Chair. The Department Chair has the final responsibility for academic, clinical and research policies and decisions of the Department. However, in the absence of the Chair, such responsibilities may be delegated. The Vice Chair(s) will be responsible for all duties assigned by the Chair. Evaluation of Vice Chair(s) shall be done on an annual basis by the Department Chair. Each Vice Chair will serve for a term of four years and shall be eligible for reappointment. Each Vice Chair will be reviewed at the conclusion of the fourth year of his/her term. Such review(s) will be conducted by the Department Chair and will be based on the results of preceding annual reviews.

Senior Vice Chair

Vice Chair, Education

Vice Chair, Academic Affairs

Vice-Chair, Research

Vice Chair, Diversity and Inclusion

C. Division Chiefs and Center Directors

Division Heads and Center Directors are selected and appointed by the

Department Chair. They serve at the discretion of the Chair. The performance of each Division Chief and Center Director is reviewed on a yearly basis by the Department Chair, or a designee. Broadly, their duties include:

- Equitable assignment of teaching, research, clinical, and administrative assignments to faculty within their Division or Center;
- Evaluation, facilitation, and promotion of career development of their Division or Center faculty;
- Annual performance evaluation and academic reviews of the Division or Center faculty to forward to the Vice Chair for Academic Affairs and to the Department Chair;
- Lead Divisional and Center faculty recruitment and development;
- Develop a Division or Center budget for approval by the Chair or the Chair's designee;
- When appropriate, develop and maintain an approved fellowship program;
- Support superior teaching, education and mentoring to students and trainees at all levels.

D. Department Committees

Appointments to standing committees and the appointment of the chairs of these committees shall be made by the Chair of the Department. The normal term of office for standing committees will be three years, but faculty are eligible for reappointment if the efficiency and effectiveness of the committee will be enhanced. The committee chair is responsible for organizing the committee calendar. The frequency of meetings will be related to the purpose of the committee. Each committee establishes operating policies and procedures consistent with the committee's objective, in accordance with the rules of the Department, College and University.

1. Appointments, Promotions and Tenure Committee

Committee members are asked to advise faculty members on the development of an OSU dossier for evaluation for promotion and tenure and advise the Department Chair on general matters of appointment, promotion, and tenure, as requested. The committee reviews dossiers to make sure accomplishments of all candidates are clearly characterized and prepares an analysis of each candidate's dossier. Other duties are described in the Department's [Appointments, Promotion and Tenure document](#).

The Department of Pediatrics Appointments, Promotion and Tenure (APT) Committee will represent the eligible faculty of the Department of Pediatrics. The Vice Chair for Academic Affairs serves as chair of the committee and presides over committee meetings, assigns reviewers, and oversees committee voting. If the Vice-Chair for Academic Affairs is a non-tenure track professor, a tenure track professor will serve as co-chair and share responsibility for committee leadership. The tenured faculty

member will chair the Committee for tenure reviews and only tenure track faculty members may vote on decisions regarding tenure track faculty. The committee will consist of a minimum of 30 rotating faculty members on both the tenure-track and clinical faculty at the rank of Professor. Members must have their tenure home or primary appointment in the department. The department chair, the dean and assistant and associate deans of the college, the executive vice president and provost, and the president may not participate as eligible faculty members. The Chair of the Department of Pediatrics will appoint members to the committee for a 3-year period. Members may serve two consecutive terms. All eligible faculty in the Department will be provided access to the promotion dossiers upon request and can forward comments to the APT Committee Chair for consideration.

2. Housestaff Committee

Residency program directors and associate program directors are responsible for the day-to-day management of the Department's residency program according to rules, regulations, and advisories of the Accreditation Council of Graduate Medical Education. The program directors are members of the Housestaff Committee and along with approximately 20 faculty members interview pediatric house staff candidates and determine in conjunction with the Department Chair candidate rankings for the national residency selection program. The committee also evaluates and makes recommendations to the Department Chair regarding recruitment methods and procedures, and as requested by the Chair, develops new recruitment techniques.

3. Medical Student Committee

The Medical Student Committee evaluates and makes recommendations to the Department Chair or designee regarding the Ohio State University College of Medicine curriculum, student performance and faculty teaching skills, in accordance with the goals of the Department, College, and University. This committee is comprised of Rotation Directors and the Medical Student office leadership – approximately 30 members.

IX. FACULTY MEETINGS

Departmental faculty meetings will be held quarterly or more often at the discretion of the Chair for informational purposes as well as discussions leading to policy decisions on academic affairs, teaching, research, and service issues. Topics covered in the meeting will be comprised of issues brought forth from the Department Chair and Vice Chairs, Departmental instructional units, various committees and program, representatives of University committees, and faculty members who wish to raise items for discussion. A request for agenda items is made 2-4 weeks in advance of the meeting and the final agenda is distributed prior to the meeting by email. Because of the large size of the department, the Department Chair is responsible for distributing

minutes of these meetings in the form of PowerPoint presentations. Corrections and amendments are made by email request when minutes are distributed.

All professors, associate professors, assistant professors, and instructors who hold appointments and all associated faculty who are compensated by the Department will be invited to the Department faculty meetings. Faculty who hold secondary appointments in the Department of Pediatrics, and administrative staff person(s) also may be invited to Department faculty meetings.

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

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

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

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

The department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally departmental 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.

X. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD

Faculty assignments are described in the initial letter of offer. Assignments and expectations for the coming year are addressed as part of the annual review by the department chair.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and departmental meetings and events even if they have no formal assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave or on approved travel.

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

Each research, academic and clinic program within the Department of Pediatrics is expected to be productive across the spectrum of their specific mission. It is the responsibility of the Division Director or Center Director to ensure that an appropriate balance of activities is maintained to meet Departmental expectations.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in demands and resources within the Department and individual circumstances of faculty members may warrant temporary deviations from these statements.

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the department chair to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the university's [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 department chair to consider the impact over time of the crisis. These adjustments may include modifying research expectations to maintain clinical or teaching obligations. These assignment changes must be considered in annual reviews.

A. Tenure-track Faculty

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

Teaching

All tenure-track faculty are expected to contribute to teaching, including undergraduates, graduate, medical student, resident or continuing medical education

instruction for which they receive formal evaluations on an annual basis. The teaching expectation may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research may be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research may be assigned an enhanced teaching status that includes an increased teaching assignment. The teaching expectations for tenure track faculty should contribute to 50% of their allocated time without time buyout. At 50% time buyout (see Scholarship below) the effort should represent 2 courses, or equivalent teaching engagement, per year. 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 expects: (1) faculty members will receive written evaluations of their teaching effectiveness by students at least once each year, (2) the evaluations shall be distributed and collected by impartial parties such as the directors of the Departmental student and residency programs, and (3) the evaluations will be transmitted to the Department Chair or his/her designee(s) for use in the annual performance reviews.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the Department's [Appointments, Promotion, and Tenure Document](#). Scholarship is broadly defined as the discovery and dissemination of new knowledge by research, study, and learning. In the College of Medicine, a faculty member's scholarship must be demonstrated to be of high quality, significance, and impact. Recognition of the scholarly work must also be external to the University, residing in the scientific communities apropos to the faculty member's field of scholarship. The Department's [Appointments, Promotion and Tenure Document](#) specifically outlines how evidence of a faculty member's scholarship will be documented and assessed in terms of quality and significance.

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 to support at least 50% of salary (up to the NIH cap). 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. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference,

leadership in an educational outreach activity, service in an administrative position within the Department, college, or university).

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

B. Clinical Faculty

The Department of Pediatrics appoints clinical faculty who focus principally on the clinical needs in the Department of Pediatrics. All clinical faculty (except those on the clinical excellence pathway) and are expected to participate in some form of undergraduate, graduate, medical student, resident, or continuing medical education instruction for which they receive formal evaluations on an annual basis. Teaching assignments are determined by the Division Chiefs and/or Center Directors in a coordinated manner with the directors of the Department student and residency programs.

The Department expects: (1) faculty members will receive written evaluations of their teaching effectiveness by pre- and postdoctoral students at least once each year, (2) the evaluations shall be distributed and collected by impartial parties such as the directors of the Departmental student and residency programs, and (3) the evaluations will be transmitted to the Department Chair or his/her designee(s) for use in the annual performance reviews.

Clinical faculty on the clinician educator and clinician scholar pathways are expected to participate in scholarly activities. Scholarship is broadly defined as the discovery and dissemination of new knowledge by research, study, and learning. In the College of Medicine, a faculty member's scholarship must be demonstrated to be of high quality, significance, and impact.

Clinician scholar pathway faculty members must develop a sustained record of scholarship that is documented by a body of original work. The evidence for scholarship must refer to original, substantive works that are documented achievements. Recognition of the scholarly work must also be external to the University, residing in the scientific communities apropos to the faculty member's field of scholarship. The Department's [Appointments, Promotion and Tenure Document](#) specifically outlines how evidence of a faculty member's scholarship will be documented and assessed in terms of quality and significance.

All clinical faculty members are expected to participate in service to the Department of Pediatrics, Nationwide Children's Hospital and/or The Ohio State University, and to the profession of medicine. Service is broadly defined to include administrative service to the University, exemplary patient care, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the University. In the College of Medicine, a candidate's service contributions must be demonstrated to be of high quality and effectiveness. All clinical faculty members must contribute to service as evidenced by documentation of contributions over a sustained period.

C. Research Faculty

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

In accord with Faculty Rule [3335-7-34](#), a research faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the TIU's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

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

D. Associated Faculty

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

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

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

E. Modification of Duties

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

The faculty member requesting the modification of duties 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 XIII.

XI. COURSE OFFERINGS, TEACHING SCHEDULES, AND GRADE ASSIGNMENTS

Division Chiefs and Center Directors are responsible for the assignment of didactic lectures and other teaching germane to their discipline. Excellence is expected. The Director of Medical Student Education arranges for faculty to provide didactic lectures and clinical teaching that is custom designed annually for Ohio State University medical students. The Directors of the Pediatric and Internal Medicine/Pediatric residency programs arrange for faculty to provide didactic lectures and clinical teaching that is designed for residents. Fellowship programs do the same for their trainees.

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

XII. ALLOCATION OF DEPARTMENT RESOURCES

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

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

department chair.

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

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

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

Department of Pediatrics physicians, scientists and other faculty members receive an Academic Enrichment Fund per year along with other substantial support for items such as licensure fees, board certification fees and certain association fees, as listed below. The amount is prorated based on a physician's FTE status. Funds may cover expense such as annual membership fees; recertification review course fees, books, conferences, and webinar fees, travel, lodging, and meals to attend scientific conferences.

In addition to Academic Enrichment Funds, the PAA reimburses physicians for eligible business- related expenses. Separately, the Department pays for Ohio Medical License, other State Medical License if requested by the department, DEA License, PALS Certification, Nationwide Children's Hospital Medical Staff Dues and Fees, The Ohio State University Medical Center Medical Staff Dues and Fees (if applicable), other Hospital Staff Dues and Fees (if the physician is asked to practice in another hospital), Board certification and recertification exams fees, American Academy of Pediatrics (AAP) annual membership dues or other society annual membership dues in lieu of the AAP, parking at OSUMC and other locations when performing specific job duties, mileage reimbursement for personal vehicle used in business related travel outside of the greater Columbus area based upon the IRS limit at the time the travel occurred, faculty recruiting expenses after candidate acceptance (expenses prior to acceptance are funded by Nationwide Children's Hospital). Requests must be reviewed by the Division Chief and submitted to established channels for approval.

XIII. LEAVES AND ABSENCES

In general, there are four types of leaves and absences taken by faculty (Parental leave is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and the 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 form](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. 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](#) and medical certification forms, as early as possible, and submit to the division chief. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should inform the division chief promptly so that instructional and other commitments can be managed. Faculty members are expected to use sick leave for personal illness, illness of family members, medical appointments and for the death of immediate family members. For additional details see OHR [Policy 6.27](#).

C. Unpaid Leaves of Absence

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

D. 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 [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

XIV. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

Information on additional 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](#). For issues regarding patents, the policies of the Nationwide Children's Research Institute Administrative Policy III-5 "Patents, Copyrights and Conflict of Interest" are found on [ANCHOR](#) – Hospital Policies.

Faculty members may earn additional income for professional activities such as expert witness testimony, speaking honoraria, book royalties, consultation, or collaboration with biomedical or information system companies, or similar activities only in accordance with the practice plan policy. The outside activity may

not interfere with the faculty member's full time primary professional responsibilities and performance. All supplemental professional activities should be consistent with the mission, priorities, responsibilities and best interests of the Department, College, and University. Supplemental professional activities other than expert witness testimony, speaking honoraria, book royalties, consultation, or collaboration with biomedical or information system companies, or similar activities in accordance with the physician practice plan policy, may be performed only if with advanced approved by the Department Chair. The privilege of performing supplemental professional activities may be withheld by the Chair if a faculty member is not performing his or her primary responsibilities at an acceptable level. Faculty should not use Department, College, or University resources to perform any supplemental professional activities without prior approval of the Chair. It is university policy that faculty may not spend more than one business day per week on additionally compensated activities and external consulting combined. All outside activities and compensation must be disclosed within 30 days of approval.

Faculty who are members of the practice plan of the Department of Pediatrics are full time faculty who devote 100% of their professional effort to the Department of Pediatrics. These faculty members are salaried employees. They are permitted to retain compensation from additional activities as well as prizes and awards up to a predetermined limit, which is set according to academic rank and Departmental policy.

Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the [Policy on Outside Activities and Conflicts](#) 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 departmental 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 department chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

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

XV. FINANCIAL CONFLICTS OF INTEREST

Information on faculty financial conflicts of interest is presented in the university's [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 judgment in exercising any university duty or responsibility, including designing, conducting or reporting research. Full time faculty should report conflicts of interest or potential conflicts of interest to the Department Chair, typically through web-based reporting tools, which may be encountered in the performance of their official duties for the Nationwide Children's Hospital, the Department, the College, or The Ohio State University. This policy applies to teaching, clinical, research and administrative activities, to research programs with contractual restrictions such as patents and copyrights, and to any employment which is outside the faculty member's responsibilities for Nationwide Children's Hospital Department, College, or University.

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 X above.

XVI. GRIEVANCE PROCEDURES

Appeals and grievances can involve a wide variety of issues and may originate from many sources such as faculty, fellows, house officers, students, and staff. When possible, grievances should be handled through discussion with the conflicted parties, as facilitated by the appropriate administrator such as the Division Chief or Center Director, the directors of the student or residency programs, a Vice Chair, or the Department Chair. Except as indicated otherwise below, when a grievance involving a faculty member cannot be resolved at this level, the involved administrator should contact the Vice Chair for Academic Affairs, who will discuss the matter with all affected parties. If the alleged grievance cannot be resolved through discussion, the Vice Chair for Academic Affairs will request a written account of the allegation and/or event from all involved parties.

A. Salary Grievances

Faculty members who are not satisfied with the outcome of the discussion with the appropriate administrator and wish to pursue the matter may be eligible to file an appeal with the college's Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Volume 1, Chapter 3 of the University Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

B. Faculty Promotion and Tenure Appeals

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

C. Faculty and Staff Misconduct

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

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

D. Harassment, Discrimination, and Sexual Misconduct

The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

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

E. Violations of Laws, Rules, Regulations, or Policies

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

F. Complaints by and about Students

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

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the department chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

G. Academic Misconduct

Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) does not hear cases involving academic misconduct in colleges having a published honor code, although some allegations against graduate students fall under the committee's jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the department 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.

The College of Medicine guidelines regarding student honor code are listed below.
[Academic Review Process](#)
[Professionalism](#)
[Student Mistreatment Policy and Reporting](#)

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