

1 **Pattern of Administration**
2 **for**
3 **The Ohio State University**
4 **Department of**
5 **Psychiatry and Behavioral Health**

6 Approved by the Faculty: 10/12/03; 8/4/04; 10/1/07; 4/15/16; 4/21/20;
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8
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1 **I Introduction**

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

8
9 This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or
10 reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at
11 any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college
12 office and the Office of Academic Affairs.

13
14 **II Department Mission**

15
16 The Department of Psychiatry and Behavioral Health is dedicated to the following activities: education of
17 skilled professionals in clinical psychiatry, psychology, neuroscience, and related disciplines; discovery,
18 evaluation and dissemination of new treatments, knowledge and technology; and the provision of
19 innovative solutions for improving health, with an emphasis on personalized health care.

20
21 **III Academic Rights and Responsibilities**

22
23 In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for
24 addressing concerns.

25
26 **IV Faculty and Voting Rights**

27
28 Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University
29 and the rights and restrictions associated with each type of appointment. For purposes of governance, the
30 faculty of this department includes tenure-track, clinical, and research faculty with compensated FTEs of
31 at least 50% in the department, and associated faculty.

32
33 The Department of Psychiatry and Behavioral Health makes tenure-track appointments with titles of
34 instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all
35 matters of department governance.

36
37 The Department of Psychiatry and Behavioral Health makes clinical appointments. Clinical faculty titles
38 are assistant clinical professor, associate clinical professor, and clinical professor. There is no cap on the
39 number of clinical faculty the department may appoint. This department has a long tradition of extending
40 governance rights to clinical faculty. Clinical faculty may vote in all matters of departmental governance
41 except tenure-track appointment, promotion and tenure decisions and research appointment and
42 promotion decisions. Clinical faculty may participate in discussions of clinical faculty matters including
43 promotion reviews. Any clinical faculty member appointed by the unit may stand for election to serve as
44 a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-
45 7-11\(C\)\(2\)](#).

46
47 The Department of Psychiatry and Behavioral Health makes research appointments. Research faculty
48 titles are research assistant professor, research associate professor, and research. Research faculty can
49 comprise no more than 20% of the tenure-track faculty. On 4/21/20 the department faculty voted to
50 extend governance rights to research faculty. Research faculty may vote in all matters of departmental
51 governance except tenure-track appointment, promotion and tenure decisions and clinical appointment

1 and promotion decisions. Research faculty may participate in discussions of research faculty matters
2 including promotion reviews of research faculty.

3
4 The Department of Psychiatry and Behavioral Health makes associated faculty appointments. Associated
5 faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, clinical titles,
6 lecturer titles, and visiting titles. Associated faculty may not participate in issues of department
7 governance or personnel matters.

8
9 Emerita/us faculty in this department are invited to participate in discussions on non-personnel matters,
10 but may not participate in personnel matters, including promotion and tenure reviews, and may not vote
11 on any matter.

12
13 Detailed information about the appointment criteria and procedures for the various types of faculty
14 appointments made in this department is provided in the [Appointments, Promotion and Tenure](#)
15 [Document](#).

16 17 **V Organization of Department Services and Staff**

18
19 The Department is organized into the following divisions: the Division of Health and Integration,
20 Division of Cognition and Emotion, the Division of Risk and Resilience, and the Division of Child and
21 Family.

22
23 Division directors are appointed by the Department Chair for a four-year term. The Department Chair
24 reviews the division directors for reappointment during the penultimate year of their term. The
25 Department Chair may replace a division director at any time during the appointed term. The Divisional
26 structure is intended to cross traditional disciplinary lines, and the activities of faculty members are
27 matrixed across clinical service, teaching, and research missions. It is understood that faculty members
28 will participate collaboratively and collegially in interprofessional, team-based clinical care and science.

29
30 The Department is also organized into specific sections including the Section on Psychology, Section on
31 Psychiatry, and Section on Research. As the department continues to grow and evolve its academic roles,
32 other sections may be formed that are not covered by the current set. Section directors are appointed by
33 the Department Chair for a four-year term. The Department Chair reviews the section directors for
34 reappointment during the penultimate year of their term. The Department Chair may replace a section
35 director at any time during the appointed term. The section structure is intended to encompass specific
36 disciplinary lines, and the activities of faculty members are related to the discipline-based identity.

37
38 The Department maintains an Office of Psychiatric Education, which coordinates and administers all
39 educational activities pertaining to teaching of medical students, residents, and other learners in the
40 department. This office is led by the Vice Chair for Education, and includes the directors of all
41 educational programs in the department, including the Adult Psychiatry Residency, Medical Student
42 Clerkship, Addiction Medicine Fellowship, Child and Adolescent Psychiatry Fellowship, Consult-Liaison
43 Fellowship, Forensic Fellowship, Psychology Internship, Psychology Pre-doctoral Training, Psychology
44 Post-doctoral Training, Social Work Externship, Advanced Practice Nursing, and any other training
45 programs that have learners in the department. The Vice Chair for Education also chairs the Inter-
46 Professional Training Committee that coordinates, where advisable, curriculum across training programs.
47 This office is primarily involved in daily administration of these educational programs.

48 49 **VI Overview of Department Decision-Making**

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

7 8 **VII Department Administration**

9 10 **A Department Chair**

11
12 The primary responsibilities of the department chair are set forth in Faculty Rule [3335-3-35](#). This rule
13 requires the department chair to develop, in consultation with the faculty, a Pattern of Administration
14 with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the
15 department chair to prepare, in consultation with the faculty, a document setting forth policies and
16 procedures pertinent to appointments, reappointments, promotion and tenure.

17
18 Other responsibilities of the department chair, not specifically noted elsewhere in this Pattern of
19 Administration, are paraphrased and summarized below.

- 20
21 1. To have general administrative responsibility for departmental programs, subject to the approval
22 of the dean of the College of Medicine, and to conduct the business of the department efficiently.
23 This broad responsibility includes the acquisition and management of funds and the hiring and
24 supervision of faculty and staff.
- 25
26 2. To plan with the members of the faculty and the dean of the college a progressive program; to
27 encourage research and educational investigations.
- 28
29 3. To assign workload according to the department's workload guidelines (see Section IX
30 Distribution of Faculty Duties, Responsibilities, and Workload) and faculty appointment type
31 (and rank).
- 32
33 4. To evaluate and improve instructional and administrative processes on an ongoing basis; to
34 promote improvement of instruction by providing for the evaluation of each course when offered,
35 including written evaluation by students of the course and instructors, and periodic course review
36 by the faculty.
- 37
38 5. To evaluate faculty members annually in accordance with both university and department
39 established criteria; to inform faculty members when they receive their annual performance and
40 merit review of their right to review their primary personnel file maintained by their department
41 and to place in that file a response to any evaluation, comment, or other material contained in the
42 file.
- 43
44 6. To recommend, after consultation with the eligible faculty, appointments, reappointments,
45 promotions, dismissals, and matters affecting the tenure of members of the departmental faculty
46 to the dean of the college, in accordance with procedures set forth in Faculty Rules [3335-6](#) and
47 [3335-7](#) and this department's Appointments, Promotion and Tenure Document.
- 48
49 7. To see that all faculty members, regardless of their assigned location, are offered the privileges
50 and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of
51 morale.

- 1
- 2 8. To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- 3
- 4 9. To see that adequate supervision and training are given to those members of the faculty and staff
- 5 who may profit by such assistance.
- 6
- 7 10. To prepare, after consultation with the faculty, annual budget recommendations for the
- 8 consideration of the dean of the college.
- 9
- 10 11. To facilitate and participate in prescribed [academic program review](#) processes, in collaboration
- 11 with the dean of the college and the Office of Academic Affairs.
- 12

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

16
17 Operational efficiency requires that the department chair exercise a degree of autonomy in
18 establishing and managing administrative processes. The articulation and achievement of
19 departmental academic goals, however, are most successful when all faculty members participate in
20 discussing and deciding matters of importance. The department chair will therefore consult with the
21 faculty on all educational and academic policy issues and will respect the principle of majority rule.
22 When a departure from majority rule is judged to be necessary, the department chair will explain to
23 the faculty the reasons for the departure, ideally before action is taken.

24 **B Other Administrators**

25
26
27 The Vice-Chair(s) shall be appointed by the Department Chair from among the members of the
28 Department and shall serve a renewable term of office of four years. The Vice Chairs shall have
29 responsibility for the major categories of activities of the Department noted below. Some Vice may
30 be supported by the addition of Associate Vice Chairs. Should a new Chair be appointed for the
31 Department, that individual will have the option to terminate the office of any Vice Chair prior to the
32 completion of that Vice Chair's current term in office. At the discretion of the Department Chair, one
33 Vice Chair will be designated as the Executive Vice Chair, who will have specific duties as delegated
34 by the Chair. In the absence of the Chair, the administrative responsibilities of the Department shall
35 be directed by the Executive Vice Chair. In the absence of the Executive Vice Chair, the Chair shall
36 designate an appropriate senior faculty member to have primary authority.

37
38 **Department Executive Vice Chair:** At the discretion of the Department Chair, an Executive Vice
39 Chair may be appointed for a two-year term, renewed annually following yearly evaluation by the
40 Department Chair. This individual will be selected by the Department Chair from the pool of Vice
41 Chairs noted below. The Executive Vice Chair shall have responsibility for the major categories of
42 activities across the academic (clinical care, education, research) of the Department that reside within
43 the scope of their respective responsibilities as a Vice Chair and additional specific duties including
44 those responsibilities noted for the Department Chair (VII.A) as assigned by the Department Chair.
45 Such specific responsibilities may be delegated to the Executive Vice Chair, but the Department
46 Chair retains final responsibility and authority for all matters covered by this Pattern, The Executive
47 Vice Chair is a senior faculty member with a MD/DO, MD/DO-PhD, or PhD/PsyD degree and a
48 proven, consistent record of excellent service, research, administrative experience and leadership
49 skills.
50

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

23
24 **Department Vice Chair of Research:** At the discretion of the Department Chair, a Vice Chair of
25 Research may be appointed for a four-year term, renewed annually following yearly evaluation by the
26 Department Chair. The Research Vice Chair's primary responsibility will be promotion of research
27 within the Department as determined by the Department Chair and Departmental Pattern of
28 Administration. The Vice Chair assists and advises the Department Chair with regard to research in
29 the Department, leading the Section on Research and serves as a liaison between the Faculty and the
30 Chair with regard to research-related concerns. The Vice Chair of Research is supported by three
31 Associate Vice Chairs – an Associate Vice Chair for Clinical Science Research, an Associate Vice
32 Chair of Translational Research and an Associate Vice Chair for Basic Research. The Vice Chair for
33 Research is a senior faculty member with an MD/DO, MD/DO-PhD, or PhD/PsyD degree, and a
34 proven record of research excellence, service, administrative experience and leadership skills.

35
36 **Department Vice Chair of Clinical Affairs:** At the discretion of the Department Chair, a Vice Chair
37 of Clinical Affairs may be appointed for a four-year term, renewed annually following yearly
38 evaluation by the Department Chair. The Clinical Vice Chair's primary responsibility will be
39 promotion of the clinical mission and affairs of the Department as determined by the Department
40 Chair and Departmental Pattern of Administration. The Vice Chair assists and advises the Department
41 Chair with regard to clinical issues/affairs of the Department, and serves as a liaison between the
42 Faculty and the Chair with regard to clinical-related concerns and other internal and external
43 stakeholders, and works closely with the Chief Psychiatrist, Chief Psychologist and Medical
44 Directors. The Clinical Vice Chair is a senior faculty member with a MD/DO or MD/DO-PhD degree,
45 and a proven record of excellent clinical service, administrative experience and leadership skills.

46
47 **Department Vice Chair of Education:** At the discretion of the Department Chair, a Vice Chair of
48 Education may be appointed for a four-year term, renewed annually following yearly evaluation by
49 the Department Chair. The Education Vice Chair's primary responsibility will be promotion of the
50 educational mission and affairs of the Department as determined by the Department Chair and
51 Departmental Pattern of Administration. The Vice Chair of Education is supported by an Associate

1 Vice Chair who focuses on the education and training mission of the clinical psychology discipline.
2 The Vice Chair assists and advises the Department Chair with regard to educational issues/affairs of
3 the Department, and serves as a liaison between the Faculty and the Chair. The Education Vice Chair
4 is a senior faculty member with an MD/DO or MD/DO-PhD degree, and a proven record of
5 excellence in education, clinical service, administrative experience, education experience and
6 leadership skills. The Education Associate Vice Chair is a faculty member with an PhD or PsyD
7 degree, and some record of excellence in education, clinical service, administrative experience,
8 education experience and leadership skills.
9

10 **Department Vice Chair of Diversity, Equity, and Inclusion:** At the discretion of the Department
11 Chair, a Vice Chair of Diversity, Equity, and Inclusion (DEI) may be appointed for a four-year term,
12 renewed annually following yearly evaluation by the Department Chair. The DEI Vice Chair's
13 primary responsibility will be to provide vision and leadership in promoting a departmental culture
14 that values and supports diversity, equity, and inclusion. This individual will report to the Chair of the
15 Department Psychiatry and Behavioral Health and will work closely with the Chair, University and
16 COM Diversity Leadership/Chief Diversity Officers the Vice Dean for Faculty Affairs, and
17 Department Administration in alignment with departmental goals and the COM Strategic Plan. The
18 DEI Vice Chair is a faculty member with an MD/DO or MD/DO-PhD, or PhD/PsyD degree and a
19 proven record of excellence and engagement in DEI initiatives and programs across
20 education/training, scholarly, and clinical activities.
21

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

32 **Department Vice Chair of Community Behavioral Health:** At the discretion of the Department
33 Chair, a Vice Chair of Community Behavioral Health may be appointed for a four-year term, renewed
34 annually following yearly evaluation by the Department Chair. The Community and Behavioral
35 Health Vice Chair's primary responsibilities are strategic planning, promotion, implementation, and
36 dissemination of new initiatives – educational, clinical and/or research – beyond the department and
37 medical center and into community settings including other settings cross the state of Ohio and the
38 U.S. The Vice Chair of Community Behavioral Health will work closely with the Department's other
39 Vice Chairs, Division Directors, and Medical Directors. The Vice Chair of Community Behavioral
40 Health is a senior faculty member with an MD/DO or MD/DO-PhD, or PhD/PsyD degree, and a
41 proven and broad record of excellence across education/training, scholarly, and clinical activities and
42 of community implementation science and practice.
43

44 **Chief of Psychiatry:** At the discretion of the Department Chair, a Chief Psychiatrist may be
45 appointed for a four-year term, renewed annually following yearly evaluation by the Department
46 Chair. The Chief Psychiatrist's primary responsibility will be to provide administrative leadership for
47 the physician faculty at the individual level in the department and leading the Section on Psychiatry.
48 The Chief of Psychiatry is an advanced rank faculty member with a MD/DO or MD/DO-PhD degree,
49 and a proven record of excellent clinical service, administrative experience and leadership skills.
50

1 **Chief of Psychology:** At the discretion of the Department Chair, a Chief Psychologist may be
2 appointed for a four-year term, renewed annually following yearly evaluation by the Department
3 Chair. The Chief Psychologist's primary responsibility will be to provide administrative leadership
4 for the psychology faculty in the department and leading the Section on Psychology. The Psychology
5 Chief is an advanced rank faculty member with a PhD or PsyD, and a proven record of excellent
6 clinical service, administrative experience and leadership skills.
7

8 **Chief of Research:** At the discretion of the Department Chair, a Chief Researcher may be appointed
9 for a four-year term, renewed annually following yearly evaluation by the Department Chair. The
10 Chief Researcher's primary responsibility will be to provide administrative leadership for the faculty
11 engaged in research in the department and leading the Section on Research. The Research Chief is an
12 advanced rank faculty member with a PhD or PsyD, and a proven record of excellent research,
13 administrative experience and leadership skills.
14

15 **Other Administrative Leaders:** There are several other administrative leaders, appointed by
16 Harding Hospital and/or Wexner Medical Center, who will work with the Department Chair, Vice
17 Chairs, Chief Psychiatrist, and Chief Psychologist. These include but are not limited to: Medical
18 Director of Inpatient Psychiatry/Harding, Medical Director of Talbot Hall, Medical Director of
19 Psychiatric Emergency Services, Medical Director of Addiction Medicine, Medical Director of
20 Consult-Liaison Psychiatry, Chief Quality Officer, Director of Ambulatory Services, Director of
21 Neurobehavioral Services, Medical Director of Outpatient Services, Director of Interventional
22 Psychiatry.
23

24 In addition, at the discretion of the Department Chair, several other administrative leaders may be
25 appointed across the academic (clinical care, education, and/or research) mission such as Program
26 Directors (e.g., Addiction, Child and Adolescent Psychiatry and Behavioral Health, Health
27 Psychology-Psychiatry/Behavioral Medicine, Mood and Anxiety, Neurobehavior, Psychosis, Suicide
28 Prevention, Trauma, Women's Behavioral Health, etc.), Education Directors (e.g. Director of Clinical
29 Psychology Training, Associate Director of Clinical Psychology Training, Director of Postdoctoral
30 Training, etc.) and Research Directors (e.g., Director of Basic Sciences Research, Director of Clinical
31 Research, Director of Translational Research)..
32

33 **C Committees** 34

35 Much of the development and implementation of the department's policies and programs is carried
36 out by standing and ad hoc committees. The department chair is an ex officio member of all
37 departmental committees and may vote as a member on all committees except the Committee of
38 Eligible Faculty and the Promotion and Tenure Committee. The faculty elects some of these
39 committees, whereas the Department Chair appoints others. The following list provides more details:
40

- 41 **1. Executive Committee:** This committee, chaired by the department chair, is composed of the Vice
42 Chairs, Chief Psychiatrist, Chief Psychologist, and Division Directors. Appointment procedures
43 and terms for the Vice Chairs, Chief Psychiatrist, and Chief Psychologist are outlined in Section
44 VII: Department Administration. This committee meets monthly (or more often at the call of the
45 Department Chair) and advises the Department Chair about major policy and planning issues,
46 usually before these are brought to the whole faculty at monthly plenary meetings. It also advises
47 on faculty recruitment.
48
- 49 **2. Promotion and Tenure Committee:** In the Department of Psychiatry and Behavioral Health the
50 recommending authority for faculty appointment, reappointment, promotion and tenure is placed
51 in the hands of eligible faculty. However, there still needs to be a committee to gather

1 information, supervise the process and present the information to the eligible faculty. Eligibility
2 to the committee is restricted to tenure-track and clinical Associate Professors and Professors.
3 The Promotion and Tenure Committee is chaired by the Vice Chair for Faculty Affairs, and the
4 Department Chair will appoint all members to serve 4-year terms. The Committee consists of
5 three subcommittees: the Tenure-track Advisory Subcommittee, which reviews tenure-track and
6 research faculty; the Clinical Advisory Subcommittee, which reviews clinical faculty; and the
7 Associated Advisory Subcommittee, which reviews associated faculty. Composition of these
8 subcommittees is as follows:
9

- 10 a. **Tenure-track Advisory Subcommittee:** This subcommittee is comprised of at least 3
11 department members who are tenure-track associate professors or professors (if the department
12 has fewer than 3 such faculty, faculty from related departments will be requested to serve in
13 this capacity) and is chaired by the Vice Chair for Faculty Affairs. The Department Chair will
14 appoint all members to serve 4-year terms. This committee will assist in preparing the case and
15 other aspects of the review, but the eligible faculty must still vote on tenure decisions.
16
- 17 b. **Clinical Advisory Subcommittee:** This subcommittee is comprised of at least 3 department
18 members who are tenure-track or clinical associate professors or professors (if the department
19 has fewer than 3 such faculty, faculty from related departments will be requested to serve in
20 this capacity) and is chaired by the Vice Chair for Faculty Affairs. The Department Chair will
21 appoint all members to serve 4-year terms. This committee will assist in preparing the case and
22 other aspects of the review, but the eligible faculty must still vote on promotion decisions.
23
- 24 c. **Associated Subcommittee:** This subcommittee is comprised of at least 3 department members
25 who are tenure-track or clinical associate professors or professors (if the department has fewer
26 than 3 such faculty, faculty from related departments will be requested to serve in this capacity)
27 and is chaired by the Vice Chair for Faculty Affairs. The Department Chair will appoint all
28 members to serve 4-year terms. This committee will assist in preparing the case and other
29 aspects of the review, but the eligible faculty must still vote on promotion decisions. This
30 committee also assists with appointments to the education, community, and child/adolescent
31 sections of the associated faculty ranks.
32
- 33 3. **Inter-Professional Training Committee:** This group is comprised of leads for all the
34 educational programs housed in the department. It is chaired by the Vice Chair of Education; its
35 purpose is to coordinate training among disciplines and to foster collaborative service and
36 education.
37
- 38 4. **Clinical Competency and Program Evaluation Committees:** In accordance with the
39 Accreditation Council for Graduate Medical Education (ACGME), the Clinical Competency and
40 Program Evaluation Committees, consisting of faculty members and representatives of the
41 residency classes, convene to make decisions pertaining to the educational goals, resident
42 progress, and needs of the program. The Psychiatry Residency Director oversees the actions of
43 these committees. These committees are comprised of 10 faculty members including: (i) the
44 Psychiatry Residency Director; (ii) four Associate Psychiatry Residency Directors; (iii) one
45 associated faculty member from a required residency rotation site; and (iv) the respective medical
46 directors (or their designee) of the four major clinical areas within the residency program (i.e.,
47 Inpatient Services, Consult-Liaison, Emergency Department, and Outpatient Services). Residents
48 who serve on this committee are elected by their fellow residents. Residents and the associated
49 faculty member from a required residency rotation site are elected for one year terms with the
50 possibility of re-appointment. The remaining faculty on the committee will serve on the

1 committee for the duration of their appointment as Psychiatry Residency Director, Associated
2 Psychiatry Residency Director, or Medical Director.
3

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

18 **6. Faculty Development Committee:** This group, chaired by the Vice Chair of Faculty Affairs and
19 co-chaired by the Vice Chair of Education and the Vice Chair of Diversity, Equity, and Inclusion,
20 is comprised of a mixture of Tenure, Research, and Clinical (MDs/DOs and PhDs/PsyDs)
21 faculty, representing the perspectives of different academic ranks and departmental divisions,
22 along with the Vice Chairs of Research, and Clinical Affairs as committee members (up to 14
23 members), with 4-year staggered, renewable terms (at the discretion of the committee chairs).
24 Member of this committee are appointed by the Department Chair. Its purpose is to coordinate
25 initiatives and programing that foster academic development and enhance professional resilience
26 among the faculty.
27

28 **7. Research Council:** This group, chaired by the Vice Chair of Research, is comprised of five
29 Tenured Professors (not including the Vice Chair) who have substantial involvement in
30 extramurally funded research. Its purpose is to coordinate initiatives and programing (e.g.,
31 internal grant reviews, pilot funding review) to foster the research pursuits of the faculty.
32 Members of this committee are appointed the Department Chair to serve 4-year terms.
33

34 **8. Clinical Committee:** This group, chaired by the Vice Chair of Clinical Affairs, is comprised of
35 up to 12 clinical faculty (MDs/DOs and PhDs/PsyDs) of all ranks, with 4-year renewable terms.
36 Its purpose is to promote and maintain clinical excellence in all programs and initiatives.
37 Members of this committee are appointed by the Department Chair.
38

39 **9. Diversity, Equity, and Inclusion Committee:** With the guidance of the Chair, the Vice Chair of
40 Diversity, Equity, and Inclusion oversees the committee to identify and implement core initiatives
41 to make the Department of Psychiatry and Behavioral Health a leader on campus, in our
42 community, and nationwide in respect and equity for all people, beliefs, needs, and cultural
43 traditions, in accordance with the COM's Strategic Plan and Mission. Along with the Director of
44 Diversity Initiatives, sub-committee chairs coordinate initiatives and programming related to DEI
45 Climate, Patient Care, Education, Research, Community Engagement, Professional Development,
46 and Recruitment and Retention. The committee meetings occur every quarter and as indicated by
47 the various DEI initiatives and include faculty, learners, and other stakeholders committed to
48 fulfilling our DEI mission. On a yearly basis, the Vice Chair for Diversity, Equity, and Inclusion
49 will place a call to join the committee, and any individual may volunteer to join the committee at
50 this time. Members of the committee will serve three-year, renewable terms. There is no cap on
51 the number of members for this committee.

1
2 **VIII Faculty Meetings**
3

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

16 Special policies pertain to voting on personnel matters, and these are set forth in the department’s
17 Appointments, Promotion and Tenure Document.
18

19 For purposes of discussing department business other than personnel matters, and for making decisions
20 where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple
21 majority of all faculty members eligible to vote.
22

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

30 When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be
31 achieved on behalf of any position, the department chair will necessarily make the final decision.
32

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

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

41 The Department of Psychiatry and Behavioral Health offers training to a broad array of clinicians in
42 training as well as basic and clinical researchers. Faculty are expected to provide clinical and/or didactic
43 instruction in one or more of these training programs. Clinical faculty members will have a
44 proportionately greater commitment to clinical teaching and supervision by virtue of having a relatively
45 greater clinical service obligation. Clinical teaching and supervision include inpatient and outpatient
46 settings. The Department Chair is responsible to make teaching, clinical, and research assignments to
47 meet the department’s mission and objectives.
48

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

1
2 During on-duty periods, faculty members are expected to be available for interaction with students,
3 research, and department meetings and events even if they have no formal course assignment. Office
4 hours are at the discretion of individual faculty members, and given the wide array of teaching roles, a
5 policy for uniform hours is not feasible. On-duty faculty members should not be away from campus for
6 extended periods of time unless on an approved leave (see section XII) or on approved travel.
7

8 Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at
9 a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings
10 are allowed at the discretion of the Department Chair if such work can be performed effectively and
11 faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain
12 circumstances if it serves the needs of the department, college, university, and/or community. The
13 Department Chair has the discretion to require faculty to work on campus if there are concerns that
14 responsibilities are not being fulfilled through telework.
15

16 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and
17 resources of the department and the individual circumstances of faculty members may warrant temporary
18 deviations from these guidelines.
19

20 A full-time faculty member's primary professional commitment is to Ohio State University and the
21 guidelines below are based on that commitment. Faculty who have professional commitments outside of
22 Ohio State during on-duty periods (including teaching at another institution; conducting research for an
23 entity outside of Ohio State; external consulting) must disclose and discuss these with the department
24 chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of
25 commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).
26

27 In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural
28 disasters, for example), faculty duties, responsibilities, and workload may be adjusted by the department
29 chair to take into account the impact over time of the crisis. These adjustments may include modifying
30 research expectations in order to maintain teaching obligations. These assignment changes must be
31 considered in annual reviews.
32

33 **A Tenure-track Faculty**

34

35 Tenure-track faculty members are expected to contribute to the university's mission via teaching,
36 scholarship, and service. When a faculty member's contributions decrease in one of these three areas,
37 additional activity in one or both of the other areas is expected.
38

39 **Teaching**

40

41 All tenure-track faculty are expected to contribute to the department's teaching, at the undergraduate
42 and/or graduate level. This is anticipated to include some combination of advising undergraduate and
43 graduate (e.g., medical) students and supervising independent studies and thesis and dissertation
44 work.
45

46 Adjustments to the standard teaching assignment may be made to account for teaching a new class,
47 the size of the class, whether the class is taught on-line or team-taught, and other factors that may
48 affect the preparation time involved in teaching the course.
49

50 Tenure track faculty are expected to be engaged in educational activities for 50% of effort but the
51 standard teaching assignment may vary for individual faculty members based on their research and/or

1 service activity. Faculty members who are especially active in research can be assigned an enhanced
2 research status that includes a reduced teaching assignment. Likewise, faculty members who are
3 relatively inactive in research can be assigned an enhanced teaching status that includes an increased
4 teaching assignment. Faculty members who are engaged in extraordinary service activities (to the
5 Department, College, University, and in special circumstances professional organizations within the
6 discipline) can be assigned an enhanced service assignment that includes a reduced teaching
7 assignment.
8

9 The department chair is responsible for making teaching assignments on an annual basis and may
10 decline to approve requests for adjustments when approval of such requests is not judged to be in the
11 best interests of the department. All faculty members must do some formal instruction and advising
12 over the course of the academic year.
13

14 **Scholarship**

15
16 All tenure-track faculty members are expected to be engaged in scholarship as defined in the
17 department's [Appointments, Promotion, and Tenure Document](#). All tenure-track faculty are
18 responsible for dedicating a minimum of 50% of their effort to scholarship. Over a four-year rolling
19 period a faculty member who is actively engaged in scholarship will be expected to publish regularly
20 in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book
21 chapters of similar quality and length as articles. Faculty engaged in basic or applied research are
22 expected to attract extramural funding that provides a portion of salary support for themselves and
23 covers their students/staff. Faculty members are also expected to seek appropriate opportunities to
24 obtain patents and/or other commercial activities, consistent with their specific area of expertise,
25 stemming from their research. Details about expected productivity can be found in the Appointments,
26 Promotion, and Tenure Document.
27

28 **Service**

29
30 Faculty members are expected to be engaged in service and outreach to the department, university,
31 profession, and community. Typically this will include service on committees both within the
32 department and outside the unit, at the college or university level. Service to the profession at the
33 national or international level is highly recommended. This pattern can be adjusted depending on the
34 nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive
35 committee, organizing a professional conference, leadership in an educational outreach activity,
36 service in an administrative position within the department, college, or university).
37

38 All faculty members are expected to attend and participate in faculty meetings, recruitment activities,
39 and other departmental events.
40

41 Details about service expectations can be found in the [Appointments, Promotion, and Tenure](#)
42 [Document](#).
43

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

1
2 Service loads should be discussed and agreed to during annual performance and merit reviews. When
3 heavy service obligations are primarily volunteer in nature, the department chair is not obligated to
4 modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If,
5 however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice,
6 this should be noted in the annual performance review letter, considered when distributing the faculty
7 member's other duties, and taken into account for the AMC Process. The department chair should
8 also consider this additional service burden in managing equity of service loads among faculty.
9

10 **i Special Assignments**

11
12 Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special](#)
13 [Assignment Policy](#). The information provided below supplements this policy.
14

15 Untenured faculty will normally be provided an SA for research for one semester during their
16 probationary period. Reasonable efforts will be made to award SA opportunities to all other faculty
17 members subject to the quality of faculty proposals, including their potential benefit to the
18 department or university, and the need to assure that sufficient faculty are always present to carry
19 out departmental work. The department's Executive Committee will evaluate all SA proposals and
20 make recommendations to the department chair. The department chair's recommendation to the
21 dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit
22 to the department or university and to the faculty member as well as the ability of the department to
23 accommodate the SA at the time requested.
24

25 **B Clinical Faculty**

26
27 The Department of Psychiatry and Behavioral Health uses the title clinical faculty. These
28 appointments exist for faculty members who focus principally on the clinical and education needs for
29 the Department of Psychiatry and Behavioral Health. Clinical faculty members are expected to
30 contribute to the department's research and education missions, as reflected by participation in
31 graduate program development and teaching. Clinical faculty members are expected to contribute to
32 the university's mission via teaching and service, and to a lesser extent scholarship. Service
33 expectations are similar to those for the tenure-track. Teaching assignments are determined by the
34 Chair, Vice Chair, Chiefs, and/or Program Directors in a coordinated manner with the directors of the
35 Department educational programs.
36

37 **C Research Faculty**

38
39 Research faculty members are expected to contribute to the university's mission via research.
40

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

42
43 *a research faculty member may, but is not required to, participate in limited educational*
44 *activities in the area of his or her expertise. However, teaching opportunities for each*
45 *research faculty member must be approved by a majority vote of the TIU's tenure-track*
46 *faculty. Under no circumstances may a member of the research faculty be continuously*
47 *engaged over an extended period of time in the same instructional activities as tenure-track*
48 *faculty.*
49

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

4 5 **D Associated Faculty**

6
7 Compensated and uncompensated associated faculty members are expected to contribute to the
8 university's mission via teaching or research depending on the terms of their individual appointments.
9 Associated faculty do not vote on departmental governance issues nor on tenure-track appointment,
10 promotion, and tenure decisions and clinical and research faculty appointment and promotion
11 decisions.

12
13 Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations
14 based on their appointment level.

15
16 Expectations for compensated visiting faculty members will be based on the terms of their
17 appointment and are comparable to that of tenure-track faculty members except that service is not
18 required.

19
20 Given the variability in contributions of associated faculty across the research, teaching, and clinical
21 care missions of our department, there is no standard teaching assignment for all associated faculty.
22 Rather, teaching assignments will vary across associated faculty in a manner consistent with that
23 associated faculty member's FTE and specific areas of contribution to the department's mission.
24 Teaching assignments for associated faculty, including full-time lecturers, are determined by the
25 Chair, Vice Chair, Chiefs, and/or Program Directors in a coordinated manner with the directors of the
26 Department educational programs.

27 28 **E Modification of Duties**

29
30 The Department of Psychiatry and Behavioral Health strives to be a family-friendly unit in its efforts
31 to recruit and retain high quality faculty members. To this end, the department is committed to
32 adhering to the College of Medicine's guidelines on modification of duties to provide its faculty
33 members flexibility in meeting work responsibilities within the first year of
34 childbirth/adoption/fostering, or care for an immediate family member who has a serious health
35 condition, or a qualifying exigency arising out of the fact that the employee's immediate family
36 member is on covered active duty in a foreign country or call to covered active duty status. See the
37 [college pattern of administration](#) for details. See also the [OHR Parental Care Guidebook](#) and the
38 Parental Leave Policy in Section XII.

39
40 The faculty member requesting the modification of duties for childbirth/adoption and the department
41 chair should be creative and flexible in developing a solution that is fair to both the individual and the
42 unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is
43 approved by the dean.

44 45 **X Course Offerings, Teaching Schedule, and Grade Assignments**

46
47 The department chair will annually develop a schedule of course offerings and teaching schedules in
48 consultation with the faculty, both collectively and individually. While every effort will be made to
49 accommodate the individual preferences of faculty, the department's first obligation is to offer the courses
50 needed by students at times and in formats, including on-line instruction, most likely to meet student
51 needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings

1 across the day and week. To meet student needs, reasonable efforts must be made to assure that course
2 offerings match student demand and that timing conflicts with other courses students are known to take in
3 tandem are avoided. A scheduled course that does not attract the minimum number of students required
4 by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that
5 course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible,
6 courses required in any curriculum or courses with routinely high demand will be taught by at least two
7 faculty members across semesters of offering to assure that instructional expertise is always available for
8 such courses.

9
10 If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or
11 if they have not submitted grades before the university deadline and are unreachable by all available
12 modes of communication, then the department chair may determine an appropriate course of action,
13 including assigning a faculty member to evaluate student materials and assign grades for that class. The
14 University Registrar will be made aware of this issue as soon as it is known and will be provided a
15 timeline for grade submission.

16 17 **XI Allocation of Department Resources**

18
19 The department chair is responsible for the fiscal and academic health of the department and for assuring
20 that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement
21 of unit goals.

22
23 The department chair will discuss the department budget at least annually with the faculty and attempt to
24 achieve consensus regarding the use of funds across general categories. However, final decisions on
25 budgetary matters rest with the department chair.

26
27 Research space shall be allocated on the basis of research productivity, including external funding, and
28 will be reallocated periodically as these faculty-specific variables change.

29
30 The allocation of office space will include considerations such as achieving proximity of faculty in
31 subdisciplines and productivity and grouping staff functions to maximize efficiency.

32
33 The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.

34
35 Academic enrichment funds will be made available to all tenure, clinical, and research faculty to support
36 professional activities, including travel. Information about such support is specified in the faculty's Letter
37 of Offer.

38 39 **XII Leaves and Absences**

40
41 In general, there are four types of leaves and absences taken by faculty (in addition to parental leave,
42 which is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to
43 leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#)
44 and Office of Human Resources [Policies and Forms website](#). The information provided below
45 supplements these policies. In every case, coverage for clinical, teaching, and research obligations must
46 be arranged by the faculty applicant prior to taking leave.

47 48 **A Discretionary Absence**

49
50 Faculty are expected to complete a travel request or [a request for absence form](#) well in advance of a
51 planned absence (for attendance at a professional meeting or to engage in consulting) to provide time

1 for its consideration and approval and time to assure that clinical, instructional and other
2 commitments are covered. Discretionary absence from duty is not a right, and the department chair
3 retains the authority to disapprove a proposed absence when it will interfere with clinical,
4 instructional or other comparable commitments. Such an occurrence is most likely when the number
5 of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the
6 Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business
7 days (see Faculty Rule [3335-5-08](#)).

8 9 **B Absence for Medical Reasons**

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

18 19 **C Unpaid Leaves of Absence**

20
21 The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of
22 absence are set forth in OHR [Policy 6.45](#).

23 24 **D Faculty Professional Leave**

25
26 Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional](#)
27 [Leave](#). The information provided below supplements these policies.

28
29 The department's **Executive Committee** will review all requests for faculty professional leave and
30 make a recommendation to the department chair based on the following criteria: Convincing evidence
31 that the proposed leave activities will accomplish one or more of the following:

- 32
33
- enhance the faculty member's research success;
 - enhance pedagogical or administrative skills and knowledge when these are judged to be
35 mutually beneficial to the faculty member and the department
- 36

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

40 41 **E Parental Leave**

42
43 The university, the college, and this department recognize the importance of parental leave to faculty
44 members. Details are provided in the [OHR Parental Care Guidebook](#), [Paid Time Off Policy 6.27](#), and
45 the [Family and Medical Leave Policy 6.05](#).

46 47 **XIII Additional Compensation and Outside Activities**

48
49 Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#).
50 Information on paid external consulting is presented in the university's [Policy on Outside Activities and](#)
51 [Conflicts](#). The information provided below supplements these policies.

1
2 This department adheres to these policies in every respect. In particular, this department expects faculty
3 members to carry out the duties associated with their primary appointment with the university at a high
4 level of competence before seeking other income-enhancing opportunities. All activities providing
5 supplemental compensation must be approved by the department chair regardless of the source of
6 compensation. External consulting must also be approved. Approval will be contingent on the extent to
7 which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra
8 income activity appears likely to interfere with regular duties, and the academic value of the proposed
9 consulting activity to the department. In addition, it is university policy that faculty may not spend more
10 than one business day per week on additionally compensated activities and external consulting combined.
11 The procedure for requesting approval is outlined in the [Guidance on Faculty External](#)
12 [Consulting](#) document (requires log-in) on OneSource.

13
14 Faculty who fail to adhere to the university's policies on these matters, including seeking approval for
15 external consulting, will be subject to disciplinary action.

16
17 Faculty with an administrative position (for example, chair, associate/assistant dean, center director)
18 remain subject to the [Policy on Outside Activities and Conflicts](#) and with appropriate approval, are
19 permitted to engage in paid external work activities. However, faculty members with administrative
20 positions are not permitted to accept compensation/honoraria for services that relate to or are the result of
21 their administrative duties and responsibilities.

22
23 Should a department faculty member wish to use a textbook or other material that is authored by the
24 faculty member and the sale of which results in a royalty being paid to him/her/them, such textbook or
25 material may be required for a course by the faculty member only if (1) the department chair and dean or
26 designee have approved the use of the textbook or material for the course taught by the faculty member,
27 or (2) an appropriate committee of the department or college reviews and approves the use of the textbook
28 or material for use in the course taught by the faculty member.

29 30 **XIV Financial Conflicts of Interest**

31
32 Information on faculty financial conflicts of interest is presented in the university's [Policy on Outside](#)
33 [Activities and Conflicts](#). A conflict of interest exists if financial interests or other opportunities for
34 tangible personal benefit may exert a substantial and improper influence upon a faculty member or
35 administrator's professional judgment in exercising any university duty or responsibility, including
36 designing, conducting or reporting research.

37
38 Faculty members with external funding or otherwise required by university policy are required to file
39 conflict of interest screening forms annually and more often if prospective new activities pose the
40 possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with
41 university officials in the avoidance or management of potential conflicts will be subject to disciplinary
42 action.

43
44 In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise
45 in relation to consulting or other work done for external entities. Further information about conflicts of
46 commitment is included in section IX above.

47 48 **XV Grievance Procedures**

49

1 Members of the department with grievances should discuss them with the department chair who will
2 review the matter as appropriate and either seek resolution or explain why resolution is not possible.
3 Content below describes procedures for the review of specific types of complaints and grievances.
4

5 **A Salary Grievances**

6
7 A faculty or staff member who believes that his or her salary is inappropriately low should discuss the
8 matter with the department chair. The faculty or staff member should provide documentation to
9 support the complaint.
10

11 Faculty members who are not satisfied with the outcome of the discussion with the department chair
12 and wish to pursue the matter may be eligible to file a more formal salary appeal with the college's
13 Faculty Salary Appeals Committee. A formal salary appeal can also be filed with the Office of
14 Faculty Affairs (see Volume 1, Chapter 3 of the Office of Academic Affairs [Policies and Procedures](#)
15 [Handbook](#)).
16

17 Staff members who are not satisfied with the outcome of the discussion with the department chair and
18 wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human
19 Resources.
20

21 **B Faculty and Staff Misconduct**

22
23 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in
24 Faculty Rule [3335-5-04](#).
25

26 Any student, faculty, or staff member may report complaints against staff to the department chair.
27 [The Office of Employee and Labor Relations](#) in the Office of Human Resources can provide
28 assistance with questions, conflicts, and issues that arise in the workplace.
29

30 **C Faculty Promotion and Tenure Appeals**

31
32 Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).
33

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

35
36 [The Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all
37 forms of harassment, discrimination, and sexual misconduct.
38

- 39 1. Ohio State's policy and procedures related to affirmative action and equal employment
40 opportunity are set forth in the university's [policy on affirmative action and equal employment](#)
41 [opportunity](#).
42
- 43 2. Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual
44 misconduct are set forth in the [university's policy on nondiscrimination, harassment, and sexual](#)
45 [misconduct](#)
46

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

48
49 Concerns about violations of laws, rules, regulations, or policies affecting the university community
50 should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be
51 registered anonymously through the [Anonymous Reporting Line](#).

1
2 **F Complaints by and about Students**
3

4 Normally student complaints about courses, grades, and related matters are brought to the attention of
5 individual faculty members. In receiving such complaints, faculty should treat students with respect
6 regardless of the apparent merit of the complaint and provide a considered response. When students
7 bring complaints about courses and instructors to the department chair, the department chair will first
8 ascertain whether or not the students require confidentiality. If confidentiality is not required, the
9 department chair will investigate the matter as fully and fairly as possible and provide a response to
10 both the students and any affected faculty. If confidentiality is required, the department chair will
11 explain that it is not possible to fully investigate a complaint in such circumstances and will advise
12 the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See
13 Faculty Rule [3335-8-23](#).
14

15 Faculty complaints regarding students must always be handled strictly in accordance with university
16 rules and policies. Faculty should seek the advice and assistance of the department chair and others
17 with appropriate knowledge of policies and procedures when problematic situations arise.
18

19 **G Academic Misconduct**
20

21 Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) does not
22 hear cases involving academic misconduct in colleges having a published honor code, although some
23 allegations against graduate students fall under the committee's jurisdiction. Accordingly, faculty
24 members will report any instances of academic misconduct to the Department Chair, who will involve
25 the Committee on Academic Misconduct, if appropriate, or will otherwise follow the department's
26 procedures for addressing allegations of violations of the professional student honor code.
27

28 Professional Student Honor Code
29

30 Professionals have a moral responsibility to themselves, to their patients, to their associates, and to
31 the institution with which they are affiliated, to provide the best service possible.
32

33 Personal ethics require certain inherent elements of character that include honesty, loyalty,
34 understanding, and the ability to respect the rights and dignity of others. Personal ethics require
35 conscientious preparation during one's academic years for eventual professional duties and
36 responsibilities. A continuation of the development of professional efficiency should be
37 accomplished by observation, study, and investigation during one's entire professional life.
38

39 Strength of character should enable one to rise above prejudice in regard to race, creed, or economic
40 status in the interest of better professional service. To maintain optimum professional performance,
41 one should be personally responsible for maintaining proper physical and moral fitness. Finally, it
42 must be realized that no action of the individual can be entirely separated from the reputation of the
43 individual or of their profession. Therefore, a serious and primary obligation of the individual is to
44 uphold the dignity and honor of their chosen profession by thoughts, words, and actions.
45