

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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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 TIU and its faculty are subject. The latter  
6 rules, policies and procedures, and changes in them, take precedence over statements in this document.  
7

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

13 **II Department Mission**

14  
15 The Department of Psychiatry and Behavioral Health is dedicated to the following activities: education of  
16 skilled professionals in clinical psychiatry, psychology, neuroscience, and related disciplines; discovery,  
17 evaluation and dissemination of new treatments, knowledge and technology; and the provision of  
18 innovative solutions for improving health, with an emphasis on personalized health care.  
19

20 **III Academic Rights and Responsibilities**

21  
22 In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for  
23 addressing concerns.  
24

25 **IV Faculty**

26  
27 Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University  
28 and the rights and restrictions associated with each type of appointment. For purposes of governance, the  
29 faculty of this department includes tenure-track, clinical, and research faculty with compensated FTEs of  
30 at least 50% in the department, and associated faculty.  
31

32 The Department of Psychiatry and Behavioral Health makes clinical appointments. Clinical faculty titles  
33 are assistant professor of clinical Psychiatry and Behavioral Health, associate professor of clinical  
34 Psychiatry and Behavioral Health, and professor of clinical Psychiatry and Behavioral Health. The  
35 appointment cap on clinical faculty in relation to the total of tenure-track, clinical, and research faculty is  
36 established in the [college pattern of administration](#). This department has a long tradition of extending  
37 governance rights to clinical faculty. Clinical faculty may vote in all matters of departmental governance  
38 except tenure-track appointment, promotion and tenure decisions and research appointment and  
39 promotion decisions.  
40

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

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

1  
2 Detailed information about the appointment criteria and procedures for the various types of faculty  
3 appointments made in this department is provided in the [Appointments, Promotion and Tenure](#)  
4 [Document](#).

## 5 6 **V Organization of Department Services and Staff**

7  
8 The Department is organized into divisions that include the Division of Health and Integration, Division  
9 of Cognition and Emotion, Division of Recovery and Resilience, and Division of Child and Family.  
10 Division directors are appointed by the Chairperson of the Department for a four-year term. The  
11 Chairperson reviews the division directors for reappointment during the fourth year of their term. The  
12 Chairperson may replace a division director at any time during the term.

13  
14 The Divisional structure is intended to cross traditional disciplinary lines, and the activities of faculty  
15 members are matrixed across clinical service, teaching, and research missions. It is understood that  
16 faculty members will participate collaboratively and collegially in inter-professional, team-based clinical  
17 care and science.

18  
19 The Department maintains an Office of Psychiatric Education, which coordinates and administers all  
20 educational activities pertaining to teaching of medical students, residents, and other student learners in  
21 the department. This office is led by the Vice Chair for Education, and includes the directors of all  
22 educational programs in the department, including the Adult Psychiatry Residency, Medical Student  
23 Clerkship, Addiction Medicine Fellowship, Child and Adolescent Psychiatry Fellowship, Consult-Liaison  
24 Fellowship, Forensic Fellowship, Psychology Internship, Psychology Pre-doctoral Training, Psychology  
25 Post-doctoral Training, Social Work Externship, Advanced Practice Nursing, and any other training  
26 programs that have learners in the department. The Vice Chair for Education chairs the Inter-Professional  
27 Training Committee that coordinates, where advisable, curriculum across training programs. This office is  
28 primarily involved in daily administration of these educational programs.

## 29 30 **VI Overview of Department Administration and Decision-Making**

31  
32 Policy and program decisions are made in a number of ways: by the departmental faculty as a whole, by  
33 standing or special committees of the department, or by the department chair. The nature and importance  
34 of any individual matter determines how it is addressed. Departmental governance proceeds on the  
35 general principle that the more important the matter to be decided, the more inclusive participation in  
36 decision making needs to be. Open discussions, both formal and informal, constitute the primary means  
37 of reaching decisions of central importance.

## 38 39 **VII Department Administration**

### 40 41 **A Department Chair**

42  
43 The primary responsibilities of the department chair are set forth in Faculty Rule [3335-3-35](#). This rule  
44 requires the department chair to develop, in consultation with the faculty, a Pattern of Administration  
45 with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the  
46 department chair to prepare, in consultation with the faculty, a document setting forth policies and  
47 procedures pertinent to appointments, reappointments, promotion and tenure.

48  
49 Other responsibilities of the department chair, not specifically noted elsewhere in this Pattern of  
50 Administration, are paraphrased and summarized below.

- 1 1. To have general administrative responsibility for departmental programs, subject to the approval  
2 of the dean of the college, and to conduct the business of the department efficiently. This broad  
3 responsibility includes the acquisition and management of funds and the hiring and supervision of  
4 faculty and staff.  
5
- 6 2. To plan with the members of the faculty and the dean of the college a progressive program; to  
7 encourage research and educational investigations.  
8
- 9 3. To evaluate and improve instructional and administrative processes on an ongoing basis; to  
10 promote improvement of instruction by providing for the evaluation of each course when offered,  
11 including written evaluation by students of the course and instructors, and periodic course review  
12 by the faculty.  
13
- 14 4. To evaluate faculty members annually in accordance with both university and department  
15 established criteria; to inform faculty members when they receive their annual performance and  
16 merit review of their right to review their primary personnel file maintained by their department  
17 and to place in that file a response to any evaluation, comment, or other material contained in the  
18 file.  
19
- 20 5. To recommend, after consultation with the tenured faculty, appointments, reappointments,  
21 promotions, dismissals, and matters affecting the tenure of members of the departmental faculty  
22 to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and this  
23 department's Appointments, Promotion and Tenure Document.  
24
- 25 6. To see that all faculty members, regardless of their assigned location, are offered the privileges  
26 and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of  
27 morale.  
28
- 29 7. To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.  
30
- 31 8. To see that adequate supervision and training are given to those members of the faculty and staff  
32 who may profit by such assistance.  
33
- 34 9. To prepare, after consultation with the faculty, annual budget recommendations for the  
35 consideration of the dean of the college.  
36

37 Day-to-day responsibility for specific matters may be delegated to others, but the department chair  
38 retains final responsibility and authority for all matters covered by this Pattern, subject when relevant  
39 to the approval of the dean, Office of Academic Affairs, and Board of Trustees.  
40

41 Operational efficiency requires that the department chair exercise a degree of autonomy in  
42 establishing and managing administrative processes. The articulation and achievement of  
43 departmental academic goals, however, are most successful when all faculty members participate in  
44 discussing and deciding matters of importance. The department chair will therefore consult with the  
45 faculty on all educational and academic policy issues and will respect the principle of majority rule.  
46 When a departure from majority rule is judged to be necessary, the department chair will explain to  
47 the faculty the reasons for the departure, ideally before action is taken.  
48

#### 49 **B Other Administrators** 50

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1. **Department Vice Chair of Academic Affairs:** At the discretion of the Department Chair, a Vice Chair of Academic Affairs may be appointed for a four-year term, renewed annually following yearly evaluation by the Department Chair. The Academic Affairs Vice Chair’s primary responsibilities will be administrative, as determined by the Department Chair and the Departmental Pattern of Administration. The Vice Chair assists and advises the Department Chair with regard to administrative and academic issues of the Department, chairs the departmental Promotion and Tenure Committee, and serves as a liaison between the College and the Faculty. The Vice Chair is a senior faculty member with a MD/DO, MD/DO-PhD, or PhD/PsyD degree and a proven record of excellent service, research, administrative experience and leadership skills.
  2. **Department Vice Chair of Research:** At the discretion of the Department Chair, a Vice Chair of Research may be appointed for a four-year term, renewed annually following yearly evaluation by the Department Chair. The Research Vice Chair’s primary responsibility will be promotion of research within the Department as determined by the Department Chair and Departmental Pattern of Administration. The Vice Chair assists and advises the Department Chair with regard to research in the Department, and serves as a liaison between the Research and Tenure Track Faculty and the Chair. The Vice Chair for Research is a senior faculty member with an MD/DO, MD/DO-PhD, or PhD/PsyD degree, and a proven record of research excellence, service, administrative experience and leadership skills.
  3. **Department Vice Chair of Clinical Services:** At the discretion of the Department Chair, a Vice Chair of Clinical Services may be appointed for a four-year term, renewed annually following yearly evaluation by the Department Chair. The Clinical Vice Chair’s primary responsibility will be promotion of the clinical mission and affairs of the Department as determined by the Department Chair and Departmental Pattern of Administration. The Vice Chair assists and advises the Department Chair with regard to clinical issues/affairs of the Department, and serves as a liaison between the Clinical Faculty and the Chair. The Clinical Vice Chair is a senior faculty member with a MD/DO or MD/DO-PhD degree, and a proven record of excellent clinical service, administrative experience and leadership skills.
  4. **Department Vice Chair of Education:** At the discretion of the Department Chair, a Vice Chair of Education may be appointed for a four-year term, renewed annually following yearly evaluation by the Department Chair. The Education Vice Chair’s primary responsibility will be promotion of the educational mission and affairs of the Department as determined by the Department Chair and Departmental Pattern of Administration. The Vice Chair assists and advises the Department Chair with regard to educational issues/affairs of the Department, and serves as a liaison between the Faculty and the Chair. The Education Vice Chair is a senior faculty member with an MD/DO or MD/DO-PhD degree, and a proven record of excellence in education, clinical service, administrative experience, education experience and leadership skills.
  5. **Department Vice Chair of Diversity, Equity, and Inclusion:** At the discretion of the Department Chair, a Vice Chair of Diversity, Equity, and Inclusion (DEI) may be appointed for a four-year term, renewed annually following yearly evaluation by the Department Chair. The DEI Vice Chair’s primary responsibility will be to provide vision and leadership in promoting a departmental culture that values and supports diversity, equity, and inclusion. This individual will report to the Chair of the Department Psychiatry and Behavioral Health and will work closely with the Chair, University and COM Diversity Leadership/Chief Diversity Officer, the Vice Dean for Faculty Affairs, and Department Administration in alignment with departmental goals and the COM Strategic Plan. The DEI Vice Chair is a faculty member with an MD/DO or

1 MD/DO-PhD, or PhD/PsyD degree and a proven record of excellence and engagement in DEI  
2 initiatives and programs across education/training, scholarly, and clinical activities.  
3

- 4 **6. Department Vice Chair of Faculty Development and Mentorship:** At the discretion of the  
5 Department Chair, a Vice Chair of Faculty Development and Mentorship (FDM) may be  
6 appointed for a four-year term, renewed annually following yearly evaluation by the Department  
7 Chair. The FDM Vice Chair's primary responsibility will be the promotion of development of  
8 faculty of the Department as determined by the Department Chair and Departmental Pattern of  
9 Administration, such as initiating and sustaining programs for mentorship, academic and clinical  
10 advancement and career/professional development, faculty wellness, and recruitment and  
11 retention. The FDM Vice Chair will work closely with department Division Directors, Chief  
12 Psychologist, and Vice Chairs of Education, Research, Academic Affairs, and Diversity, Equity,  
13 and Inclusion. The FDM Vice Chair is a senior faculty member with an MD/DO, MD/DO-PhD,  
14 or PhD/PsyD degree, and a proven record of excellence and engagement in faculty development  
15 initiatives and activities across education/training, scholarly, and clinical activities.  
16
- 17 **7. Chief of Psychology:** At the discretion of the Department Chair, a Chief Psychologist may be  
18 appointed for a four-year term, renewed annually following yearly evaluation by the Department  
19 Chair. The Chief Psychologist's primary responsibility will be to provide administrative  
20 leadership for the psychology faculty in the department. The Psychology Chief is an advanced  
21 rank faculty member with a PhD or PsyD, and a proven record of excellent clinical service,  
22 administrative experience and leadership skills.  
23
- 24 **8. Other Administrative Leaders:** There are several other administrative leaders, appointed by  
25 Harding Hospital and/or Wexner Medical Center, who will work with the Chair, Vice Chairs and  
26 Chief Psychologist. These include but are not limited to: Medical Director of Inpatient  
27 Psychiatry/Harding, Medical Director of Talbot Hall, Medical Director of Psychiatric Emergency  
28 Services, Medical Director of Addiction Medicine, Medical Director of Consult-Liaison  
29 Psychiatry, Chief Quality Officer, Director of Ambulatory Services, Director of Neurobehavioral  
30 Services, Medical Director of Outpatient Services, Director of Interventional Psychiatry, Director  
31 of Clinical Psychology Training.  
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  
42 Vice Chairs, Chief Psychologist, and Division Directors. It meets monthly (or more often at the  
43 call of the Department Chair) and advises the Department Chair about major policy and planning  
44 issues, usually before these are brought to the whole faculty at monthly plenary meetings. It also  
45 advises on faculty recruitment.  
46
- 47 **2. Promotion and Tenure Committee:** In the Department of Psychiatry and Behavioral Health the  
48 recommending authority for faculty appointment, reappointment, promotion and tenure is placed  
49 in the hands of eligible faculty. However, there still needs to be a committee to gather  
50 information, supervise the process and present the information to the eligible faculty. Eligibility

1 to the committee is restricted to tenure-track and clinical Associate Professors and Professors.  
2 The Committee consists of three subcommittees: the Tenure-track Advisory Subcommittee,  
3 which reviews tenure-track and research faculty; the Clinical Advisory Subcommittee, which  
4 reviews clinical faculty; and the Associated Advisory Subcommittee, which reviews associated  
5 faculty. Composition of the Department subcommittees will be as follows:  
6

- 7 a. **Tenure-track Advisory Subcommittee:** This subcommittee is comprised of at least 3  
8 department members who are tenure-track associate professors or professors (if the department  
9 has fewer than 3 such faculty, faculty from related departments will be requested to serve in  
10 this capacity) and is chaired by the Vice Chair for Academic Affairs. The Department Chair  
11 will appoint all members to serve 4-year terms. This committee will assist in preparing the case  
12 and other aspects of the review, but the eligible faculty must still vote on tenure decisions. In  
13 terms of appointments, the department uses search committees to make appointment reviews;  
14 thus, this committee will only work on appointments at the senior rank.  
15
- 16 b. **Clinical Advisory Subcommittee:** This subcommittee is comprised of at least 3 department  
17 members who are tenure-track or clinical associate professors or professors (if the department  
18 has fewer than 3 such faculty, faculty from related departments will be requested to serve in  
19 this capacity) and is chaired by the Vice Chair for Academic Affairs. The Department Chair  
20 will appoint all members to serve 4-year terms. This committee will assist in preparing the case  
21 and other aspects of the review, but the eligible faculty must still vote on promotion decisions.  
22 In terms of appointments, the department uses search committees to make appointment  
23 reviews; thus, this committee will only work on appointments at the senior rank.  
24
- 25 c. **Associated Subcommittee:** This subcommittee is comprised of at least 3 department members  
26 who are tenure-track, clinical, or associated associate professors or professors (if the  
27 department has fewer than 3 such faculty, faculty from related departments will be requested to  
28 serve in this capacity) and is chaired by the Vice Chair for Academic Affairs. The Department  
29 Chair will appoint all members to serve 4-year terms. This committee will assist in preparing  
30 the case and other aspects of the review, but the eligible faculty must still vote on promotion  
31 decisions. This committee also assists with appointments to the education, community, and  
32 child/adolescent sections of the associated faculty ranks.  
33
- 34 3. **Quality Improvement Committee:** This committee is appointed by the Department Chair and its  
35 faculty will join the Quality Assurance Committee established by hospital administration. It  
36 makes recommendations to the faculty for improvement of patient care after appropriate survey  
37 and monitoring. The Department Chair will appoint a chair (the Associate Chief Quality Officer  
38 of Behavioral Health) and four faculty members (a combination of psychiatrists and  
39 psychologists) to serve 4-year staggered, renewable terms.  
40
- 41 4. **Inter-Professional Training Committee:** This group is comprised of leads for all the  
42 educational programs housed in the department. It is chaired by the Vice Chair of Education; its  
43 purpose is to coordinate training among disciplines and to foster collaborative service and  
44 education.  
45
- 46 5. **Residency Education Committee:** In accordance with the Accreditation Council for Graduate  
47 Medical Education (ACGME), the Clinical Competency and Program Evaluation Committees,  
48 consisting of faculty members and representatives of the residency classes, convene to make  
49 decisions pertaining to the educational goals, resident progress, and needs of the program. The  
50 Residency Director oversees the actions of these committees.



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6. **Education Committees:** With the guidance of the Chair, the Vice Chair of Education oversees additional committees, as needed, to address the regulatory, administrative, and implementation issues of the Department’s educational programs. Within this scope, committee meetings occur as indicated and at designated intervals between educational leaders, faculty, learners, administrators, and other stakeholders to fulfill the mission of providing outstanding education to medical students, interns, residents, fellows, and inter-professionals and to satisfy Departmental objectives for ongoing faculty development and continuing education.
  7. **Faculty Development Committee:** This group, chaired by the Vice Chair of Faculty Development and Mentorship, and co-chaired by the Vice Chair of Education and the Vice Chair of Diversity, Equity, and Inclusion, is comprised of a mixture of Tenure, Clinical, and Research (MDs/DOs and PhDs/PsyDs) faculty, representing the perspectives of different academic ranks and departmental divisions, along with the Vice Chairs of Academic Affairs, Research, and Clinical Affairs as committee members (up to 14 members). Members are appointed by the Department Chair to 4-year staggered terms (renewable at the discretion of the committee chairs or Department Chair). Its purpose is to coordinate initiatives and programing that foster academic development and enhance professional resilience among the faculty.
  8. **Research Council:** This group, chaired by the Vice Chair of Research, is comprised of five Tenured Professors (not including the Vice-Chair) who have substantial involvement in extramurally funded research. Its purpose is to coordinate initiatives and programing (e.g., internal grant reviews, pilot funding review) to foster the research pursuits of the faculty. Members are appointed by the Department Chair to 4-year renewable terms.
  9. **Clinical Committee:** This group, chaired by the Vice Chair of Clinical Services, is comprised of up to 12 clinical faculty (MDs/DOs and PhDs/PsyDs) of all ranks, with 4-year renewable terms. Its purpose is to promote and maintain clinical excellence in all programs and initiatives. Members are selected by the Vice Chair of Clinical Services based on expressed interest and demonstrated involvement in clinical initiatives. Members representing all clinical programs including ambulatory, inpatient, emergency, consult liaison, addiction, and interventional psychiatry will comprise the committee.
  10. **Diversity, Equity, and Inclusion Committee:** With the guidance of the Chair, the Vice Chair of Diversity, Equity, and Inclusion (DEI) oversees the committee to identify and implement core initiatives to make the Department of Psychiatry and Behavioral Health a leader on campus, in our community, and nationwide in respect and equity for all people, beliefs, needs, and cultural traditions, in accordance with the COM's Strategic Plan and Mission. Along with the Director of Diversity Initiatives, sub-committee chairs coordinate initiatives and programming related to DEI Climate, Patient Care, Education, Research, Community Engagement, Professional Development, and Recruitment and Retention. The committee meets every quarter and as indicated by the various DEI initiatives and includes a minimum of 10 members (in addition to the Vice Chair of Diversity, Equity, and Inclusion) including faculty, learners, and/or other stakeholders committed to fulfilling our DEI mission. Individuals may self-nominate to join the committee with the Vice-Chair responsible for determining committee membership. Committee members serve 4-year renewable teams at the discretion of the Vice-Chair of Diversity, Equity, and Inclusion.

49 **VIII Faculty Meetings**  
50

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

12  
13 Special policies pertain to voting on personnel matters, and these are set forth in the department's  
14 Appointments, Promotion and Tenure Document.

15  
16 For purposes of discussing department business other than personnel matters, and for making decisions  
17 where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple  
18 majority of all faculty members eligible to vote.

19  
20 Either the department chair or one-third of all faculty members eligible to vote may determine that a  
21 formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a  
22 formal vote, a matter will be considered decided when a particular position is supported by at least a  
23 majority of all faculty members eligible to vote. Balloting will be conducted by mail or e-mail when  
24 necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty  
25 members will be given one week to respond.

26  
27 When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be  
28 achieved on behalf of any position, the department chair will necessarily make the final decision.

29  
30 The department accepts the fundamental importance of full and free discussion but also recognizes that  
31 such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally  
32 department meetings will be conducted with no more formality than is needed to attain the goals of full  
33 and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be  
34 invoked when more formality is needed to serve these goals.

## 35 36 **IX Distribution of Faculty Duties and Responsibilities**

37  
38 The Office of Academic Affairs requires TIUs to have guidelines on the distribution of faculty duties and  
39 responsibilities (See the OAA *Policies and Procedures Handbook*, Volume 1, Chapter 2, Section 1.4.3).

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 includes inpatient and outpatient  
46 settings. The Chair is responsible to make teaching, clinical, and research assignments to meet the  
47 department's mission and objectives.

48  
49 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and  
50 resources of the department and the individual circumstances of faculty members may warrant temporary

1 deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as  
2 part of the annual review by the department chair.  
3

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

## 10 **A Tenure-track Faculty**

11  
12 Tenure-track faculty members are expected to contribute to the university's mission via teaching,  
13 scholarship, and service. When a faculty member's contributions decrease in one of these three areas,  
14 additional activity in one or both of the other areas is expected.  
15

### 16 **Teaching**

17  
18 All tenure-track faculty are expected to contribute to the department's teaching, at the undergraduate  
19 and/or graduate level. This is anticipated to include some combination of advising undergraduate and  
20 graduate (e.g., medical) students and supervising independent studies and thesis and dissertation  
21 work.  
22

23  
24 The standard teaching assignment may vary for individual faculty members based on their research  
25 and/or service activity. Faculty members who are especially active in research can be assigned an  
26 enhanced research status that includes a reduced teaching assignment. Likewise, faculty members  
27 who are relatively inactive in research can be assigned an enhanced teaching status that includes an  
28 increased teaching assignment. Faculty members who are engaged in extraordinary service activities  
29 (to the department, college, university, and in special circumstances, professional organizations  
30 within the discipline) can be assigned an enhanced service assignment that includes a reduced  
31 teaching assignment.  
32

33 The department chair is responsible for making teaching assignments on an annual basis, and may  
34 decline to approve requests for adjustments when approval of such requests is not judged to be in the  
35 best interests of the department. All faculty members must do some formal instruction and advising  
36 over the course of the academic year.  
37

### 38 **Scholarship**

39  
40 All tenure-track faculty members are expected to be engaged in scholarship as defined in the  
41 department's [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a  
42 faculty member who is actively engaged in scholarship will be expected to publish regularly in high  
43 quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of  
44 similar quality and length as articles. Faculty engaged in basic or applied research are expected to  
45 attract extramural funding that provides a portion of salary support for themselves and covers their  
46 students/staff. Faculty members are also expected to seek appropriate opportunities to obtain patents  
47 and/or other commercial activities, consistent with their specific area of expertise, stemming from  
48 their research. Details about expected productivity can be found in the Appointments, Promotion, and  
49 Tenure Document.  
50

### 51 **Service**

1  
2 Faculty members are expected to be engaged in service and outreach to the department, university,  
3 profession, and community. Typically this will include service on committees both within the  
4 department and outside the unit, at the college or university level. Service to the profession at the  
5 national or international level is highly recommended. This pattern can be adjusted depending on the  
6 nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive  
7 committee, organizing a professional conference, leadership in an educational outreach activity,  
8 service in an administrative position within the department, college, or university). All faculty  
9 members are expected to attend and participate in faculty meetings, recruitment activities, and other  
10 departmental events.

11  
12 Details about service expectations can be found in the [Appointments, Promotion, and Tenure](#)  
13 [Document](#).

## 14 15 **B Clinical Faculty**

16  
17 The Department of Psychiatry and Behavioral Health uses the title clinical faculty. These  
18 appointments exist for faculty members who focus principally on the clinical and education needs for  
19 the Department of Psychiatry and Behavioral Health. Clinical faculty members are expected to  
20 contribute to the department's research and education missions, as reflected by participation in  
21 graduate program development and teaching. Clinical faculty members are expected to contribute to  
22 the university's mission via teaching and service, and to a lesser extent scholarship. Service  
23 expectations are similar to those for the tenure-track.

## 24 25 **C Research Faculty**

26  
27 Research faculty members are expected to contribute to the university's mission via research.

28  
29 In accord with Faculty Rule [3335-7-34](#),

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

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

## 41 42 **Clinical and Research Faculty Appointment Cap and Governance Rights**

43  
44 The College of Medicine does not have a clinical faculty appointment cap.

45  
46 Clinical faculty may vote in all matters of department governance except tenure-track  
47 appointment, promotion and tenure decisions, in accordance with [Faculty Rule 3335-7-11](#). Any  
48 clinical faculty member appointed by the college unit may stand for election to serve as a  
49 representative in the University Senate subject to representation restrictions noted in [Faculty Rule](#)  
50 [3335-7-11\(C\)\(2\)](#).

1 Unless otherwise authorized by a majority vote of the tenure-track faculty in a TIU, research  
2 faculty must comprise no more than 20% of the number of tenure-track faculty in the TIU. In all  
3 cases, however, the number of research faculty positions must constitute a minority with respect  
4 to the number of tenure-track faculty in the unit.

5  
6 Research faculty may participate in discussions of research faculty matters including promotion  
7 and tenure reviews.  
8

#### 9 **D Associated Faculty**

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

16  
17 Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations  
18 based on their appointment level.  
19

20 Expectations for compensated visiting faculty members will be based on the terms of their  
21 appointment and are comparable to that of tenure-track faculty members except that service is not  
22 required.  
23

#### 24 **E Parental Modification of Duties**

25  
26 The Department of Psychiatry and Behavioral Health strives to be a family-friendly unit in its efforts  
27 to recruit and retain high quality faculty members. To this end, the department is committed to  
28 adhering to the College of Medicine's guidelines on parental modification of duties to provide its  
29 faculty members flexibility in meeting work responsibilities within the first year of  
30 childbirth/adoption. See the [college pattern of administration](#) for details.  
31

32 The faculty member requesting the modification of duties for childbirth/adoption and the department  
33 chair should be creative and flexible in developing a solution that is fair to both the individual and the  
34 unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is  
35 approved by the dean.  
36

#### 37 **X Course Offerings and Teaching Schedule**

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

1  
2 **XI Allocation of Department Resources**  
3

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

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

11  
12 Research space shall be allocated on the basis of research productivity, including external funding, and  
13 will be reallocated periodically as these faculty-specific variables change.  
14

15 The allocation of office space will include considerations such as achieving proximity of faculty in  
16 subdisciplines and productivity and grouping staff functions to maximize efficiency.  
17

18 The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.  
19

20 Academic enrichment funds will be made available to all tenure, clinical, and research faculty to support  
21 professional activities.  
22

23 **XII Leaves and Absences**  
24

25 In general, there are four types of leaves and absences taken by faculty (in addition to parental leave,  
26 which is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to  
27 leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#)  
28 and Office of Human Resources [Policies and Forms website](#). The information provided below  
29 supplements these policies. In every case, coverage for clinical, teaching, and research obligations must  
30 be arranged by the faculty applicant prior to taking leave.  
31

32 **A. Discretionary Absence**  
33

34 Faculty are expected to complete a travel request or an [Application for Leave form](#) well in advance of  
35 a planned absence (for attendance at a professional meeting or to engage in consulting) to provide  
36 time for its consideration and approval and time to assure that clinical, instructional and other  
37 commitments are covered. Discretionary absence from duty is not a right, and the department chair  
38 retains the authority to disapprove a proposed absence when it will interfere with clinical,  
39 instructional or other comparable commitments. Such an occurrence is most likely when the number  
40 of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the  
41 Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business  
42 days (see Faculty Rule [3335-5-08](#)) and must be requested on the [Application for Leave form](#).  
43

44 **B. Absence for Medical Reasons**  
45

46 When absences for medical reasons are anticipated, faculty members are expected to complete an  
47 Application for Leave form as early as possible. When such absences are unexpected, the faculty  
48 member, or someone speaking for the faculty member, should let the department chair know  
49 promptly so that instructional and other commitments can be managed. Faculty members are always  
50 expected to use sick leave for any absence covered by sick leave (personal illness, illness of family

1 members, medical appointments). Sick leave is a benefit to be used as needed—not banked. For  
2 additional details see OHR [Policy 6.27](#), which also describes Family Medical Leave (FML).

3  
4 **C. Unpaid Leaves of Absence**

5  
6 The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of  
7 absence are set forth in OHR [Policy 6.45](#). <http://www.hr.osu.edu/policy/index.aspx>

8  
9 **D. Faculty Professional Leave**

10  
11 Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional](#)  
12 [Leave](#). The information provided below supplements these policies.

13  
14 The department's **Executive Committee** will review all requests for faculty professional leave and  
15 make a recommendation to the department chair based on the following criteria: Convincing evidence  
16 that the proposed leave activities will accomplish one or more of the following:

- 17 i. enhance the faculty member's research success;
- 18 ii. enhance the department's stature.

19  
20 The chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the  
21 proposal and its potential benefit to the department and to the faculty member as well as the ability of  
22 the department to accommodate the leave at the time requested.

23  
24 **XIII Supplemental Compensation and Paid External Consulting**

25  
26 Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty](#)  
27 [Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty](#)  
28 [Paid External Consulting](#). The information provided below supplements these policies.

29  
30 This department adheres to these policies in every respect. In particular, this department expects faculty  
31 members to carry out the duties associated with their primary appointment with the university at a high  
32 level of competence before seeking other income-enhancing opportunities. All activities providing  
33 supplemental compensation must be approved by the department chair regardless of the source of  
34 compensation. External consulting must also be approved. Approval will be contingent on the extent to  
35 which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra  
36 income activity appears likely to interfere with regular duties, and the academic value of the proposed  
37 consulting activity to the department. In addition, it is university policy that faculty may not spend more  
38 than one business day per week on supplementally compensated activities and external consulting  
39 combined.

40  
41 Faculty who fail to adhere to the university's policies on these matters, including seeking approval for  
42 external consulting, will be subject to disciplinary action.

43  
44 Faculty with an administrative position (for example, chair, associate/assistant dean, center director)  
45 remain subject to the Policy on Faculty Paid External Consulting and with appropriate approval, are  
46 permitted to engage in paid external work activities. However, faculty members with administrative  
47 positions are not permitted to accept compensation/honoraria for services that relate to or are the result of  
48 their administrative duties and responsibilities.

49  
50 Should a department faculty member wish to use a textbook or other material that is authored by the  
51 faculty member and the sale of which results in a royalty being paid to him or her, such textbook or

1 material may be required for a course by the faculty member only if (1) the department chair and dean or  
2 designee have approved the use of the textbook or material for the course taught by the faculty member,  
3 or (2) an appropriate committee of the department or college reviews and approves the use of the textbook  
4 or material for use in the course taught by the faculty member.  
5

#### 6 **XIV Financial Conflicts of Interest**

7

8 Information on faculty financial conflicts of interest is presented in the university's [Policy on Faculty](#)  
9 [Financial Conflict of Interest](#). A conflict of interest exists if financial interests or other opportunities for  
10 tangible personal benefit may exert a substantial and improper influence upon a faculty member or  
11 administrator's professional judgment in exercising any university duty or responsibility, including  
12 designing, conducting or reporting research.  
13

14 Faculty members with external funding or otherwise required by university policy are required to file  
15 conflict of interest screening forms annually and more often if prospective new activities pose the  
16 possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with  
17 university officials in the avoidance or management of potential conflicts will be subject to disciplinary  
18 action.  
19

20 In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise  
21 in relation to consulting or other work done for external entities. Further information about conflicts of  
22 commitment is included in section IX above.  
23

#### 24 **XV Grievance Procedures**

25

26 Members of the department with grievances should discuss them with the department chair who will  
27 review the matter as appropriate and either seek resolution or explain why resolution is not possible.  
28 Content below describes procedures for the review of specific types of complaints and grievances  
29

##### 30 **A Salary Grievances**

31

32 A faculty or staff member who believes that his or her salary is inappropriately low should discuss the  
33 matter with the department chair. The faculty or staff member should provide documentation to  
34 support the complaint.  
35

36 Faculty members who are not satisfied with the outcome of the discussion with the department chair  
37 and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of  
38 Academic Affairs [Policies and Procedures Handbook](#)).  
39

40 Staff members who are not satisfied with the outcome of the discussion with the department chair and  
41 wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human  
42 Resources.  
43

##### 44 **B Faculty Misconduct**

45

46 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in  
47 Faculty Rule [3335-5-04](#).  
48

##### 49 **C Faculty Promotion and Tenure Appeals**

50

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



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**D Sexual Misconduct**

The university's policy and procedures related to sexual misconduct are set forth in OHR [Policy 1.15](#).

**E Student Complaints**

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 or not 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. In particular, evidence of academic misconduct must be brought to the attention of the [Committee on Academic Misconduct](#) (see also **Error! Hyperlink reference not valid.** Faculty Rule [3335-23-05](#)). <http://senate.osu.edu/committees/COAM/COAM.html>

**F Code of Student Conduct**

In accordance with the [Code of Student Conduct](#), faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct.

**G Professional Student Honor Code**

The professional student honor code may be found [here](#).