

Department of Emergency Medicine  
 Patterns of Administration  
 For the Department of Emergency Medicine  
 Revised: June 2016

Table of Contents

I.	Introduction	2
II.	Department Mission	2
III.	Academic Rights and Responsibilities	2
IV.	Faculty	3
V.	Organization of Department Services and Staff	3
VI.	Overview of Department Administration and Decision-Making	3
VII.	Department Administration	3
	A. Chair	3
	B. Committees	5
VIII.	Faculty Meetings	5
IX.	Faculty Duties and Responsibilities	6
	A. Faculty Teaching Load	6
X.	Allocation of Department Resources	6
XI.	Leaves and Absences	7
	A. Discretionary Absence	7
	B. Absence for Medical Reasons	7
	C. Unpaid Leaves of Absence	7
	D. Faculty Professional Leave	7
XII.	Supplemental Compensation and Paid External Consulting	8
XIII.	Financial Conflicts of Interest	8
XIV.	Grievance Procedures	8
	A. Salary Grievances	8
	B. Faculty Misconduct	9
	C. Faculty Promotion and Tenure Appeals	9
	D. Sexual Harassment	9
	E. Student Complaints	9
	F. Code of Student Conduct	9

## I. Introduction

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

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

## II. Department Mission

The four-fold mission of the Department of Emergency Medicine at The Ohio State University College of Medicine is:

1. To provide innovative, efficient, safe and compassionate patient care to patients presenting to the Ohio State University Hospital Emergency Departments and After Hours clinics.
2. To be a leader in the education of medical students, residents and fellows in emergency medical care.
3. To perform cutting edge research and scholarly investigation to identify the causes, treatments, and prevention of emergency medical conditions.
4. To promote faculty development and excellence.

All faculty members are expected to participate in and contribute to the teaching, service, and research goals of the department in a manner that is consistent with the nature of their faculty appointment. Faculty members on the Tenure Track are expected to have responsibilities in all aspects of the academic mission, and are expected to have a relative emphasis of their efforts on research or other scholarly accomplishments. Clinical faculty are also expected to have responsibilities in all aspects of the academic mission, with primary emphasis dependent on their Clinical Pathway (e.g. Clinical Excellence, Clinical Educator, or Clinical Scholar). The department strives to enhance the quality of its endeavors by fostering the development and improvement of the faculty members.

## III. Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, [OAA Rights and Responsibilities](#)

#### **IV. Faculty**

Faculty Rule 3335-5-19, defines the types [Faculty Appointments](#) possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department include tenure-track, clinical, and research faculty with compensated FTEs of at least 50% in the department. Associated faculty, emeritus faculty, and r faculty joint appointees with FTEs below 50% in this department are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

The Department of Emergency Medicine makes clinical appointments. Clinical faculty titles are assistant professor of clinical Emergency Medicine, associate professor of clinical Emergency Medicine, and professor of clinical Emergency Medicine. Clinical faculty may vote in all matters of department governance except tenure track promotion and tenure decisions.

The Department of Emergency Medicine makes research appointments. Research faculty titles are research assistant professor of Emergency Medicine, research associate professor of Emergency Medicine, and research professor of Emergency Medicine. Research faculty may vote in all matters of department governance except tenure track promotion and tenure decisions and clinical promotion decisions.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the Appointments, Promotion and Tenure Document.

#### **V. Organization of Department Services and Staff**

The Department of Emergency Medicine is led by our Chairman. In addition, we have four senior faculty members who serve as Vice Chairs over our mission areas of Research, Education, Clinical Affairs and Academic Affairs. A Department Administrator has overall responsibility for the support staff and business/administrative functions of the department, working very closely with the Department Chairman. Our team is comprised of more than fifty faculty members, > 20 midlevel providers, 54 residents and approximately 15 staff members. We typically have multiple fellows in training as well.

#### **VI. Overview of Department Administration and Decision-Making**

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

#### **VII. Department Administration**

##### **A. Chair**

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

Responsibilities. This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, Appointments, Reappointments, Promotion and Tenure requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

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

- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations
- To evaluate and improve instructional and administrative processes on an ongoing basis.
- To evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 Appointments, Reappointment, Promotion and Tenure and this department's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

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

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a

departure from majority rule is judged to be necessary, the chair will explain to the faculty the reasons for the departure, ideally before action is taken.

## **B Committees**

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The chair is an ex officio member of all department committees and may vote as a member on all committees except the Promotion and Tenure Committee.

Internal governance consists of a Department Chair appointed by the Dean, four Vice Chairs (education, clinical affairs, research and academic affairs), appointed by the Department Chair, an administrator, and the medical directors from the clinical sites; the two primary ED sites (University Hospitals Main and East), the Observation Unit, the James ED and the AfterHours Care Clinics. An Emergency Medicine LLC Board of Directors consists of eleven (11) members, a combination of appointed positions and elected representatives. Standing department committees consists of the Finance Committee under the direction of Emergency Medicine LLC, Promotion and Tenure Committee, the Recruitment Committee, the Education Group Committee and the Research Group Committee.

## **VIII. Faculty Meetings**

Department faculty meetings are typically held on the first Wednesday of each month. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department regular faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will distribute minutes of faculty meetings to faculty by e-mail-within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

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

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

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

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

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

## **IX. Policy on Faculty Duties and Responsibilities**

The Office of Academic Affairs requires departments to have a policy on faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](#), Volume I, Chapter 2, Section 1.4.3). The information provided below supplements these guidelines.

Faculty members are expected to be available for interaction with students and residents, service responsibilities and other responsibilities even if they have no formal course assignment. Faculty members should not be away from campus for extended periods of time unless on an approved Faculty Professional Leave or other approved leaves (see section XI). Specific goals are addressed through the annual review process and typically include but are not limited to clinical responsibilities including bedside teaching, research/scholarly goals and service goals.

### **A. Policy on Faculty Teaching Load**

The Office of Academic Affairs requires departments to have a policy on faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](#), Volume 1, Chapter 2, Section 1.4.5.1). The information provided below supplements these guidelines.

In the Department of Emergency Medicine, the primary duty for teaching involves bedside teaching responsibilities while working clinical shifts in the Emergency Department. In addition, faculty members teach through lectures, didactic training, clinical skills laboratory sessions, small group discussions or other various modalities. Specific teaching goals may be addressed through the annual review process.

## **X. Allocation of Department Resources**

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

The chair will discuss the department budget at least annually with the faculty representatives who are on the Finance Committee. Any faculty member who is interested is also welcome to participate in this committee's discussions or may have access to various reports and records. We will attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the chair.

Research space shall be allocated on the basis of research productivity including external

funding and will be reallocated periodically as these faculty-specific variables change.

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

The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document. Continuing medical education funds are determined annually and are specified in each physician employment agreement if applicable. Reimbursements will be made as long as funds are available and according to departmental and/or College of Medicine policies and procedures.

## **XI. Leaves and Absences**

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and [Office of Human Resources Policies & Procedures](#) provided below supplements these policies. It is important to note that the faculty member is responsible to find alternative coverage for all responsibilities that have been specifically scheduled including but not limited to clinical shifts and teaching obligations.

### **A. Discretionary Absence**

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

### **B. Absence for Medical Reasons**

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. For additional details see OHR Policy 6.27, [Office of Human Resource Policies](#)

### **C. Unpaid Leaves of Absence**

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

### **D. Faculty Professional Leave**

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves [OAA Policies and Procedures](#). The information provided below supplements these policies.

A department chairman will review all requests for faculty professional leave. If approved, the chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.

## **XII. Supplemental Compensation and Paid External Consulting**

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation [OAA Policies and Procedures](#)

Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting [OAA Policies and Procedures](#). The information provided below supplements these policies.

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

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

## **XIII. Financial Conflicts of Interest**

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

Faculty members are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

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



## **XIV. Grievance Procedures**

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

### **A. Salary Grievances**

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

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal [OAA Policies & Procedures](#)

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Consulting Services in the Office of Human Resources [HR Policies & Procedures](#)

### **B. Faculty Misconduct**

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

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

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

### **D. Sexual Misconduct, Sexual Harassment, and Relationship Violence**

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, [HR Policies & Procedures](#)

### **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 chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

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 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](#) and [University Senate Committee on Academic Misconduct](#)

#### **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 of Academic Misconduct.