

**Department of Orthopaedics**

**PATTERN OF  
ADMINISTRATION**



Wexner  
Medical  
Center

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# **Pattern of Administration for the Department of Orthopaedics**

## **I Introduction**

This document provides a brief description of the Department of Orthopaedics 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 subject to approval by the College of Medicine and the Office of Academic Affairs of the University. For the most current updates, reference may be made to the website of the Office of Academic Affairs Policies and Procedures Handbook at <http://oaa.osu.edu/policies-and-procedures-handbook>

## **II Department Mission**

Orthopaedics, as practiced at The Ohio State University Medical Center, is defined as a practice of medicine dealing with but not limited to:

- Provision of the highest quality of Orthopaedics patient care by a medical staff with the highest of qualifications and experience.
- Dedication to the teaching of medical students, residents in Orthopaedics or Podiatry, fellows in any appropriate Orthopaedics subspecialty, and residents and fellows in related disciplines to produce the highest caliber future health care providers.
- Performance of research and scholarly investigation of Orthopaedics problems and the underlying science and engineering in order to identify the causes, treatment, and prevention of Orthopaedics problems.
- Provision of public service to the community in the areas of education, treatment and recovery options.

To achieve this mission, 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. Tenure-track Faculty members 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 members are also expected to have responsibilities in all aspects of the academic mission, with a relative emphasis on teaching and service. Research faculty members are also expected to have responsibilities in all aspects of the academic mission, with a relative emphasis on research, and service related to the Department's research mission. The Department strives to enhance the quality of its endeavors by fostering the development and improvement of the faculty members.

The Department members, including both those with medical and graduate degrees, conduct basic and clinical research. Laboratories associated with the Department are active in the instruction of medical students, residents and graduate students in research methodology and technique. Departmental research is supported by both internal and external funding. Department members are engaged in collaborative projects with researchers in other Departments of the University and outside of the University. The results of these various efforts are regularly presented at various scientific meetings and symposia, and they are published in books, journals and other media.

Physician members of the Department are active practitioners of Orthopaedics surgery and its associated subspecialties. Members of the Department who are non-physician practitioners engage in practice related to their area of expertise. These faculty members are organized into divisions based upon subspecialties and fellowship programs; these divisions are responsible for providing care to patients whose medical

problems are encompassed by the specialty or sub-specialty. The Department strives to maintain a clinical staff with the capability of providing a broad spectrum of surgical and related services, with special expertise in the management of complex and unusual problems in addition to those considered more common.

Department members also participate in the administration and governance of the OSU Medical Center and Nationwide Children's Hospital, the College of Medicine and the University through service as members and officers of various committees. In addition, faculty members serve local, regional and national medical and professional organizations in a variety of volunteer and administrative positions. Faculty members may also serve as members and officers of other charitable and service organizations on a local, regional and national level.

The Department performs regular reassessments of the effectiveness of its efforts in teaching, research and service. A comprehensive evaluation is performed and published as the Department of Orthopaedics Annual Report.

A critical component of the Department mission is the dedication to continuous improvement in the quality of its contributions to the discipline and practice of surgery and its various specialties, and to the provision of personalized health care for all of its patients.

The mission of the Department of Orthopaedics of The Ohio State University is to improve people's lives through innovation in musculoskeletal research, education and patient care. Working as a team we will shape the future of Orthopaedic medicine by creating, disseminating, and applying new knowledge, and by personalizing health care to meet the needs of each individual. The values that guide our efforts include Integrity, Teamwork, Innovation, Excellence and Leadership.

### **III Functions of the Department**

Orthopaedics, as practiced at The Ohio State University Wexner Medical Center, is defined as a practice of medicine dealing with but not limited to:

- Provision of the highest quality of Orthopaedics patient care by a medical staff with the highest of qualifications and experience.
- Dedication to the teaching of medical students, residents in Orthopaedics or podiatry, and fellowship in any appropriate Orthopaedics subspecialty to produce the highest caliber future health care providers.
- Performance of research and scholarly investigation of Orthopaedics problems in order to identify the causes, treatment, and prevention of Orthopaedics problems.
- Provision of public service to the community in the areas of education, treatment and recovery options.

To fulfill this mission, all faculty members are expected to participate in and contribute to the teaching, service and research goals of the Department in a manner consistent with the nature of their faculty appointment. Faculty 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 members are also expected to have responsibilities in all aspects of the academic mission, and are expected to have a relative emphasis on teaching, service, and scholarship.

Department faculty members also participate in the administration and governance of the Hospitals, the College of Medicine and the University through service as members and officers of various committees. In addition, faculty members serve local, regional and national medical organizations and boards in a variety of administrative positions. Faculty members may also serve as members and officers of other charitable and service organizations on a local, regional and national level.

#### **IV Academic Rights and Responsibilities**

In April 2006, the University issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns.

#### **V Department Faculty**

The faculty of the Department of Orthopaedics shall include all individuals who have a full-time or part-time academic appointment in the Department. This includes tenure-track, clinical, research and associated faculty. Associated faculty who are compensated through the central practice group can participate in discussions surrounding Departmental decision making, but may not vote.

Faculty shall include persons appointed by the Board of Trustees with tenure-track, clinical, research, associated, and emeritus faculty titles on full or part-time appointments, with or without salary.

- a. **Tenure-track Faculty:** Persons with titles of Professor, Associate Professor, Assistant Professor, and Instructor who serve on appointments totaling fifty percent or more service to the University.
- b. **Clinical Faculty:** Persons with titles of Professor of Clinical Orthopaedics, Associate Professor of Clinical Orthopaedics, Assistant Professor of Clinical Orthopaedics, and Instructor of Clinical Orthopaedics who serve on appointments totaling fifty percent or more service to the University. Clinical Faculty members are not eligible for tenure. Individuals appointed to the clinical faculty may not participate in appointment, promotion and tenure matters of tenure-track faculty but may participate in all other matters of Department, College, and University governance unless otherwise stipulated. Clinical Faculty are appointed for terms of three to five years, and may be reappointed to successive terms.
- c. **Research Faculty:** Persons with the titles of Research Professor of Orthopaedics, Research Associate Professor of Orthopaedics and Research Assistant Professor of Orthopaedics. Research Faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions, and clinical appointment and promotion decisions.
- d. **Associated Faculty:** Persons with titles of Professor of Practice in Orthopaedics, Associate Professor of Practice in Orthopaedics, Assistant Professor of Practice in Orthopaedics, Instructor of Practice in Orthopaedics, adjunct titles, visiting titles, lecturer, and tenure-track titles who serve on appointments less than fifty percent or more service to the University. Persons holding associated titles are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters.
- e. **Emeritus Faculty:** Persons who, upon retirement, were recommended by the Chair, the Dean, and the Executive Vice President and Provost and confirmed by the Board of Trustees for emeritus status. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters, but may have such other privileges as the Department or the Office of Human Resources may provide.

#### **VI. Overview of Departmental Administration**

The ultimate authority and responsibility for actions in the Department of Orthopaedics shall lie with the Department Chair. Policy and program decisions can be made in a number of ways: by the Department as a whole, by the Executive Committee of the Department, or by the Chair. The nature and magnitude of each

matter will determine the level at which final decisions are made. Routine administrative matters may be addressed by the Chair acting alone. Matters of greater importance will be addressed by the Executive Committee and the Chair in concert. Matters of the greatest importance will require action by the Department as a whole. In addition, standing and *ad hoc* committees of the Department may make recommendations regarding policies and programs; responsibility for authorizing and implementing such recommendations shall lie with the Chair, the Executive Committee or the Department using the principles outlined in this paragraph relating to the importance of the matter.

The Executive Committee, which includes all division chairs shall meet as a group on a quarterly basis, and in general shall act (in concert with the Chair) on all issues and policies, except those of the greatest significance. The regular meeting of this committee shall constitute the principal legislative body of the Department. Matters may be brought before the meeting of the Executive Committee through initiation by the Chair or a Division Chair, or by petition from individual faculty members. The Division Chair is responsible for representing the viewpoint of the members of the division; therefore, the Chair has responsibility for reporting actions of the Department to the division members, as well as serving as the advocate for individual members of the division and the division as a whole. Meetings are held winter, spring, summer and fall as called by the Chair. Special meetings may be called by the Chair with electronic or written notification.

Faculty meetings are scheduled monthly upon call of the Chair, but not less frequently than once each semester during the academic year. Meetings are held on the 3<sup>rd</sup> Thursday of every month unless otherwise notified. Additional meetings may be called at the discretion of the Chair as necessitated by matters of general concern or important reports coming from standing or special committees. Meeting agendas are established by suggestions from the faculty and the chair. A quorum of 50% of the voting faculty will be utilized on matters requiring faculty vote according to College of Medicine rules. An approval vote on most matters constitutes the majority of those present at the faculty meeting. 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.

Non-faculty administrative personnel shall be appointed by the Department Chair. Such personnel may include, but not be limited to, Department Administrator(s). The Department Administrator(s) shall be responsible to the Department Chair and in his or her absence, the Administrative Vice-Chair. Appointment shall be on a one-year basis with annual review and regular renewal if performance is satisfactory. All other Department administrative personnel shall be under the direction of the Department Administrator(s). Appointments shall be made by the Chair on recommendation of the Administrator(s).

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

The Department of Orthopaedics is organized into divisions representing the following disciplines of Orthopaedics:

- Foot and Ankle
- General Orthopaedics
- Musculoskeletal Infection
- Orthopaedic Oncology
- Shoulder Surgery
- Spine
- Sports Medicine

- Adult Reconstruction/Total Joint Replacement
- Trauma
- Hand and Upper Extremity
- Hip Preservation
- Research

Each of these divisions is responsible for the teaching, research, and patient care related to the specific discipline. In addition, the division as a whole and the members of the division as individuals are responsible for contributing to the overall mission of the Department. The addition or deletion of a division shall be at the discretion of the Chair.

The Chair is responsible for the organization of services in the Department. In addition to the administrative roles of the chairs of the Departmental committees, other services are organized as follows.

The Department provides a broad range of services that assure efficient and productive day-to-day operation. These include full time human resources and payroll actions; purchasing of supplies, services and equipment; fiscal accounting; and secretarial/administrative support.

There shall be a Department Administrator to oversee the non-academic operation of the Department. The Department Administrator is the supervisor of record for all classified civil service personnel, and reports to the Chair. The Chair and/or his designee are responsible for the assignment of secretarial staff for the faculty.

There shall be an Administrative Associate to oversee the academic operation of the Department. The Administrative Associate will be responsible for day-to-day operations of the office of the chair, and ensure that the Department is in compliance with rules and regulations of the College and University, and reports to the Chair.

## **VIII. Responsibilities of Department Chair and Departmental Administration**

### **a. Chair of Department**

The duties of the Chair of a Department shall be as follows in accordance with section 3335-3-35 of the Rules of the University Faculty: <https://senate.osu.edu/faculty-rules>

To have general administrative responsibility for its program, subject to the approval of the Dean of the College.

To develop, in consultation with the faculty, a pattern of administration. This pattern of administration shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the Office of the Dean of the College and in the Office of the Executive President and Provost.

To prepare, after consultation with the faculty and in accordance with Faculty Rule 3335-6 (<https://trustees.osu.edu/university-faculty-rules/3335-6>) which requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure. This Appointments, Promotion, and Tenure Document, shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the Office of the Dean of the College and in the Office of the Executive President and Provost. At the beginning of each four-year term of the Chair of the Department, the members of the Department, the Office of the Dean of the College, and the Office of Executive President and Provost shall receive either a revision or reaffirmation of the original document.



To operate the business of the Department with efficiency and dispatch.

To plan with the members of the faculty and Dean of the College a progressive program.

To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.

To evaluate faculty members periodically in accordance with criteria approved by the Board of Trustees and subject to the instructions from the Executive President and Provost, and also according to such supplemental criteria as may be set up by the Department or school.

To inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their tenure initiating unit and to place in that file a response to any evaluation, comment or other material contained in the file.

To recommend to the Dean of the College, after consultation with the faculty, appointments, promotions, dismissals, and matters affecting the tenure of the Department faculty.

To encourage research and educational investigations.

To see that all faculty, 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.

To prepare annual budget recommendations for the consideration of the Dean of the College.

To promote improvement of instruction by providing written evaluations by students and residents and periodic review by faculty.

#### **b. Vice-Chair(s) of the Department**

The Department Chair has final responsibility for the administration of the Department. In the absence of the Chair, this administrative responsibility may be delegated to the Vice-Chair.

The Vice-Chair will be responsible for all duties assigned by the Chair.

The appointment of the Vice-Chair(s) shall be made at the pleasure of the Department Chair.

The position of Vice-Chair(s) may be left unfilled at the Chair's discretion.

#### **c. Pattern of Departmental Administration**

The Department Chair shall consult with the faculty as a whole on all matters involving educational and academic policies and such consultation will, whenever practicable, be undertaken at a meeting of the faculty as a whole. Not included are matters of administrative procedures or responsibilities.

The faculty shall also be consulted in the initiation, review, and selection of new faculty members for appointment.

The Department recognizes, in principle, the presumption favoring majority rule on all matters covered by the Pattern of Departmental Administration. There may be times, however, when the Chair finds it necessary to depart from the decision of the majority of the faculty. In such cases, it is incumbent upon the Chair to communicate to the faculty at a faculty meeting the reasons for the departure from the majority decision. This communication shall outline the decision of the majority of the faculty, the decision of the Chair, and the reasons the decisions differ.

The Chair is responsible for the administration of the Department Promotion and Tenure Guidelines.

Standing committees, special committees, task forces, etc. will be created and faculty assigned to them to meet Department needs. The selection of faculty to serve on these assignments shall consider factors such as expertise, interest, workload, and the diversity of interests within the Department.

## **IX Committee Assignments and Objectives**

### **a. Guidelines**

#### **i. Appointments**

Appointments to standing committees and the appointment of the Chair of these committees shall be made by the Chair of the Department.

It is recommended that no faculty serve on more than four standing committees concurrently.

Appointees shall be advised of committee objectives by the Department Chair. A current list of committee appointments shall be provided to each faculty member.

#### **ii. Term of Office**

In order that committee responsibilities may be shared by the Department faculty, the normal term of office shall be for a minimum of two years beginning on July 1 of the academic year of appointment. Faculty members shall be eligible for reappointment to the same committee. The normal term of office may be adjusted as necessary to enhance the effectiveness of the committee.

#### **iii. Meetings**

Each standing committee shall meet upon the petition of two committee members, but in general not less than once per quarter.

### **b. Objectives of Standing Department Committees**

#### **i. Promotion and Tenure Committee**

This committee serves as an advisory committee to the chair; comprised of full-time professors and associate professors in the Department from the tenure and clinical faculty in the Department. Evaluates the credentials of all candidates for academic appointments, promotion and tenure according to Departmental and college guidelines and makes recommendations to the Chair and the faculty. Investigates and adjudicates faculty grievances on Departmental level and makes

recommendations to Chair. Clinical Faculty cannot participate in Tenure-Track Appointment, Promotion and Tenure decision

ii. Clinical Affairs Committee

Reviews clinical practice activities; assesses outcomes as measure of quality of care and develops new protocols to lower morbidity and cost, reviews clinical protocols. Recommendations are made to the Department Chair and faculty.

iii. Research Committee

Reviews research protocols and/or proposals submitted by faculty as well as research protocols currently in progress. Reviews staff for possible internal funding or use of laboratory space. Suggests directions to develop new initiatives and promotes research among faculty in collaborative efforts. Recommendations are made to the Department Chair for implementation.

iv. Education Committee

Reviews, formulates and recommends the curricular policies and education programs in the Orthopaedic Residency Program. Reviews the program to maintain the highest quality education program and accreditation status. Evaluates resident performance in consideration for promotion. Recommends, evaluates and coordinates didactic lectures and conferences, and makes recommendations concerning curriculum. Makes recommendations to the Department Chair. Organizes resident interview, recruitment and selection.

v. Faculty Recruitment Committee

Assists in identifying potential faculty members and aids in recruitment. The committee chair will serve as the designated EEO/Affirmative Action Representative.

vi. Policy and Procedures Committee (Meets Ad Hoc)

Reviews and recommends policy and procedures to Chair. Maintains current Policy and Procedures documentation. Participates in Joint Commission on Accreditation of Healthcare Organization review.

vii. The Executive Committee

Committee is comprised of all Division Chairs. Meets on a quarterly basis and as needed to ensure the appropriate functioning of the other committees, as well as integration, prioritization, and coordination of all Departmental functions and initiatives.

viii. Ad Hoc Committees.

From time to time Ad Hoc committees may be formed to address specific needs.

## **X. Faculty Teaching, Duties & Responsibilities**

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

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the Department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the Department chair.

All tenure-track and clinical faculty members in the Department of Orthopaedics are expected to have responsibilities in teaching, scholarship and service.

The Department's teaching schedules principally involve teaching our own residents and the medical students from The Ohio State University College of Medicine.

Teaching schedules are developed through the Clinical Affairs Committees.

### **Instructional Activity**

Due to the nature of the practice of Orthopaedics, much of the teaching is direct hands-on in the operating rooms. However, while all faculty are required to teach in the operating rooms to the residents and medical students, most faculty are also required to spend at least 10% of their time in the didactic, clinical conference curriculum, and journal club activities to enhance the educational experience.

### **Scholarly Activity**

It will be expected that faculty on the tenure-track will participate in appropriate research activities leading toward promotion and tenure in a timely fashion. Clinical faculty are expected to engage in scholarly activities, resulting in publications of an educational or research nature. Associated faculty members are encouraged to engage in scholarly activity. Research faculty must engage in scholarly activity.

### **Service Activity**

All tenure-track and clinical faculty will serve on Departmental committees as appointed by the Chair. Likewise, participation in college governance should be taken at the same level of commitment. Associated faculty can only be required to participate in service if they are enfranchised by the tenure-track faculty, and if these expectations are spelled out in their appointment letters.

### **Parental Modification of Duties**

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

The faculty member requesting the modification of duties for childbirth/adoption and the Department chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while

addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean.

## **XI. Faculty Performance Reviews**

The Chair will perform an annual review of each faculty member, as detailed in the Departmental APT document. All faculty undergo annual review; these are shared with the promotion and tenure committee only for those faculty seeking promotion, and only at the request of the promotion and tenure committee.

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy (<http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>).

### Special Assignment

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy. The information provided below supplements these policies.

Any tenure-track faculty member may be eligible for on a special assignment for a period not to exceed one semester.

Faculty members making written requests for a special assignment should include a detailed description of the proposed work and the applicant's qualifications for the assignment. Requests for a special assignment should be submitted to the Department Chair for approval. There are no University limitations to the frequency of special assignments. Within two months after returning from the special assignment, each faculty member shall submit a statement summarizing the work completed to the Chair.

## **XII. Workload Guidelines**

Members of the tenure-track faculty who participate in clinical patient care will give annually at least six resident and medical student lectures and interactive teaching sessions as assigned by the Chair and/or resident or medical student education coordinators. Consideration will be given of time spent in problem-based learning administration, practice oral examinations, and student advisory activities. Members of the clinical faculty should submit scholarly articles (original research, case reports, review articles, or book chapters, as examples) for publication on a regular basis.

Members of the Department holding a Ph.D. degree who are actively involved in basic research will serve as a mentor to at least one student each year. Students may include medical students, house officers, or students pursuing an M.S. or Ph.D. degree. Members of the tenure-track faculty should have three peer-review original research scholarly submissions (either journal articles or grant proposals) each year. *See further guidelines for promotion in the Appointments Promotion and Tenure Document*

All tenure-track and clinical faculty are expected to participate in Department, College of Medicine and/or University Medical Center, and/or University governance.

Departure from the expected level in any area may be balanced by increased or decreased activity in other areas. Fluctuations in instructional demands and the individual circumstances of faculty members may warrant deviation from the policy.

### **XIII. Allocation of Department Resources**

All faculty have access to educational and meeting/travel funds through University Orthopaedic Physicians.

All members of the Department have access to office space and to secretarial assistance.

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

### **XIV. Leaves and Absences**

#### **a. Discretionary Absence**

Faculty are expected to complete a travel request or an Application for Leave form (<https://eleave.osu.edu>) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered.

Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (See Faculty Rule 3335-5-08) and must be requested at <https://eleave.osu.edu/>.

#### **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. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27, <https://hr.osu.edu/wp-content/uploads/policy627.pdf>.

#### **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, <https://hr.osu.edu/wp-content/uploads/policy645.pdf>. The information provided below supplements these policies.

#### **d. Professional Leave**

The Department recognizes the importance of continued professional development for its faculty. Opportunities available include professional leaves, which may be granted to encourage increased scholarly performance. These leaves are approved by the Board of Trustees for the mutual benefit of the individual and the University as recommended by the Chair.

#### **e. Faculty Professional Leave**

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leave (<https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>). Under this program, any tenure-track faculty member on at least 50 percent appointment with at least seven years of teaching service to the

University is eligible for professional leave for a period not to exceed one academic year. Faculty members making written requests for leave should include a detailed description of the proposed work and the applicant's qualifications for the task. Requests for leave should be submitted to the Chair for Department and college peer reviews. In turn the request must also receive approval from the dean, the Executive Vice President and Provost, the President, and the Board of Trustees. A full-time faculty member becomes eligible for a second professional leave after completion of seven academic years of service following the end of the first professional leave.

The executive committee will review all requests for professional leave. 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.

Within two months after returning from professional leave, each recipient shall submit to the provost, dean and chair a statement summarizing work completed while on leave.

## **XV Supplemental Compensation and Paid External Consulting**

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>). The information provided below supplements these policies.

This Department adheres to these policies in every respect. 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 supplementally 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.

Appropriately managed outside consulting activities are encouraged as they demonstrate leadership and recognition in one's field. However, there are several guidelines which must be followed.

### **a. Recognition and management of any real or potential conflict of interest**

This becomes relevant when treatment choices are at risk of influence by any consideration other than the patient's well-being. The key elements in managing a real or potential conflict of interest include:

- i. Disclosing the conflict to the Department Chairman and to the Compliance Office <https://apps.osumc.edu/HR/Compliance/default.aspx>, or 614-293-7802
- ii. Disclosing to your patients that you are a paid consultant for a company that markets goods or services that you might employ in the course of delivering their

care. You must assure them that your selection of goods or services is in no way influenced by your consulting arrangement(s) and that you are not being remunerated for their use.

- iii. You must recuse yourself from any involvement in vendor contracting discussions where the entity for which you consult is involved.

#### **b. Intellectual property**

Consulting agreements commonly include provisions for transfer of ownership of any and all intellectual property related to the focus of your consulting agreement which is gained or developed during your collaboration.

Ohio law, federal law (e.g., U.S. Copyright law), and the university's Intellectual Property Policy govern the ownership of intellectual property rights. The university IP policy applies to faculty members during off-duty and on-duty periods. For external paid activities, faculty members must not transfer, license, grant, or assign to other entities any rights to discoveries, inventions or patents that were developed within the scope of their employment for the university, utilizing funding, equipment, or infrastructure provided by or through the university, or conducting research or investigation in any experiment station, bureau, laboratory, research facility, or other facility of the university. Before signing any agreement that transfers, licenses, grants, or assigns any intellectual property rights, a faculty member must contact the Technology Commercialization Office to determine the applicability of Ohio law, federal law and/or the university's Intellectual Property Policy and abide by their requirements to protect the university's intellectual property rights.

#### **c. Time commitment and absences from the Medical Center**

University guidelines indicate that one day per week for this consulting activity is acceptable. However, IF PAID CONSULTING EXCEEDS ONE DAY PER WEEK, FACULTY CONSULTANTS MUST USE VACATION OR PERSONAL DAYS FOR ABSENCES TO FULFILL THE EXPECTATIONS OF ANY OUTSIDE CONSULTING AGREEMENT. Involvement in any commercially sponsored educational activities, research, or product development must not be portrayed as a CME qualified educational activity. As such, faculty consultants must submit a Leave of Absence Request to the Chairman's Departmental Administrative Assistant for the Chairman's approval. Faculty consultants must also indicate who will be managing their clinical responsibilities and taking care of their patients during your absence. Faculty consultants should not use any protected time for consulting activities.

#### **d. Reporting**

In accordance with the Sunshine Act-Open Payments Program, faculty consultants must report any income or travel / meal compensation to the federal government. The company for which a faculty member consults will also report this information. There should be concordance between what the faculty member reports and what the company reports. Faculty consultants must register with CMS to input their information and also to have access to review what is being posted regarding their activities. To Register:

Contact the CMS Open Payments Program help desk at [openpayments@cms.hhs.gov](mailto:openpayments@cms.hhs.gov) or call (855) 326-8366.

Learn about what is being reported, who has to report, what categories are being reported and more through the CMS Enterprise Portal.



In addition, the Office of University Integrity and Compliance requires faculty members to annually report any compensation, reimbursements for travel, or expenses for meals, lodging, and travel covered directly by the company for which they consult. Maintaining a running log of the above is preferable to waiting until asked to gather this information. Direct company payments for airfare, hotel room, or meals provided during consulting activities are also reportable.

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

## **XVI Financial Conflicts of Interest**

Information on faculty financial conflicts of interest is presented in the University's Policy on Faculty Financial Conflict of Interest (<https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Financial-Conflict-of-Interest.pdf>) 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 with external funding or otherwise required by university policy 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.

Faculty members are encouraged to engage in paid external consulting to the extent that these activities are clearly related to the mission of the Department and the university. All requests should be submitted to the chair for approval.

## **XVII. Grievance Procedures**

An ad hoc committee will be formed as necessary to evaluate faculty or resident grievances and will report their findings to the Department chair. If these procedures should fail to yield a satisfactory solution, the appropriate hospital or College of Medicine grievance processes are invoked.

### **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 (the Office of Academic Affairs Policies and Procedures Handbook, <https://oaa.osu.edu/policies-and-procedures-handbook>

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue

the matter should contact Employee and Labor Relations in the Office of Human Resources  
<https://hr.osu.edu/services/elr/>

**b) Faculty Misconduct**

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <https://trustees.osu.edu/university-faculty-rules/3335-5>

**c) Faculty Promotion and Tenure Appeals**

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05,  
<https://trustees.osu.edu/university-faculty-rules/3335-5>

**d) Sexual Misconduct**

The university's policy and procedures related to sexual misconduct are set forth in OHR Policy 1.15,  
<https://hr.osu.edu/wp-content/uploads/policy115.pdf>

**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  
<http://oaa.osu.edu/academic-integrity-and-misconduct>

**f) Professional Student Honor Code**

Students rotating on orthopaedic services are expected to adhere to the Ohio State University College of Medicine honor code and guidelines for professional behavior.

These are accessible via the following links:

[https://medicine.osu.edu/students/life/resources/honor\\_code/pages/index.aspx](https://medicine.osu.edu/students/life/resources/honor_code/pages/index.aspx)

[https://medicine.osu.edu/students/life/career\\_advising/MSPE/Documents/8-Professionalism16-17v1.pdf](https://medicine.osu.edu/students/life/career_advising/MSPE/Documents/8-Professionalism16-17v1.pdf)