

Approved by Pathology Faculty: 04/08/2016
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**Pattern of Administration
Department of Pathology
Revised:**

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I Introduction

This document provides a brief description of the Department of Pathology 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. Although the Department of Pathology is subject to the rules and governance of the College of Medicine and The Ohio State University, the Department has the ability to provide its own set of rules and patterns of administration that are specific to the academic discipline of pathology provided these rules and patterns of administration are not in conflict with the rules of the College of Medicine and The Ohio State University.

II Department Mission and Vision

Mission

To build an academic pathology program recognized as a local, regional and national leader in high quality diagnostics, research and education.

Vision

Working as a team, we will leverage state of the art emerging technology and apply new knowledge to meet the needs of our patients while leading and supporting research and educational endeavors.

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, <http://oaa.osu.edu/rightsandresponsibilities.html>.

IV Faculty

Faculty Rule 3335-5-19 (<http://trustees.osu.edu>) defines the types of 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 includes tenure-track, clinical, and research, and associated faculty.

The Department of Pathology makes clinical appointments. Clinical faculty titles are assistant professor of clinical pathology, associate professor of clinical pathology, and professor of clinical pathology. Clinical faculty may vote on all matters of department governance except tenure-track appointment, promotion and tenure decisions.

The Department of Pathology makes research appointments. Research faculty titles are research assistant professor of pathology, research associate professor of pathology, and research professor of pathology. Research faculty can comprise no more than 20% of the tenure-track faculty. Research faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and clinical appointment and promotion decisions.

Associated faculty may vote on all matters of department governance except tenure-track appointment, promotion and tenure decisions, and clinical and research appointment and promotion decisions.

Emeritus faculty in this department are invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

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 (see <http://oaa.osu.edu/governance>).

V Organization of Department Services and Staff

The Department of Pathology Administrative suite is located in 129 Hamilton Hall. The suite contains the offices of the Chair, Chief Administrative Officer, and other administrative leadership. The organizational chart can be found at <http://pathology.osumc.edu/int/Path%20Org%20Chart.pdf>.

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, by the chair, and by shared governance with input from all of the aforementioned components. The nature and importance of any individual matter determines how it is addressed.

VII Department Administration

A Chair

Responsibilities and Role of Chair: The chair is the administrative head of the department and represents the faculty of the department in dealing with the Dean or others in the University administration as stated in the University Administrative Code #3335-3-35. The duties of the chair are as follows:

- 1 Have general administrative responsibility for the department's program, subject to the approval of the dean of the college.
- 2 Operate the department business efficiently.
- 3 Evaluate continuously the activities and lead in the study of methods improving them.
- 4 Develop with consultation from the faculty a pattern of administration.
 - The chair will provide a schedule of all faculty meetings to all faculty members on a calendar year basis.
 - The chair will maintain minutes of all faculty meetings and maintain records of all actions covered by the pattern of administration.
 - The chair will communicate with the faculty as a whole on all policy matters, and such consideration will, whenever practical, be undertaken at a meeting of the faculty as a whole.
 - The faculty shall be consulted in the initiation and in the review and selection of new faculty members for appointment.

Deleted: regular

- 5 Plan with the members of the faculty, in collaboration with the College of Medicine and the Health System, the mission and vision of the department.
- 6 Evaluate faculty members annually in accordance with the criteria approved by the board of trustees and subject to instructions from the senior vice president and provost, and also according to the supplemental criteria set up by the department.
- 7 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.
- 8 Recommend to the dean of the college, after consultation with the faculty, appointments, promotions, dismissals, and matters affecting the tenure of members of the department.
- 9 Encourage research and educational investigations.
- 10 See that all faculty, regardless of their assigned locations are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- 11 See that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- 12 Prepare the annual budget.
- 13 The Chair is accountable for all clinical, professional and administrative activities within the department. As such, and according to University Hospital Medical Bylaws, the Chair serves as the Chief of Pathology Services.

B Vice Chairs

Responsibilities and Role of Vice-Chairs: The Vice-Chairs provide regional leadership and have responsibility for the specific departmental branches. The duties include:

- 1 Assist the Chair in meeting his/her duties as outlined above.
- 2 Responsibility for the administrative and technical activities of their branch.
- 3 Operate the branch efficiently and effectively.
- 4 Evaluate and investigate methods to continuously improve the branch activities.
- 5 Investigate, plan, and implement methods that contribute to the mission of the department and medical center.
- 6 Share responsibility for the educational programs within the department.
- 7 Align the operations with those of the department and medical center.

C Other Administrators

- 1 Chief Operations Officer: Lead the implementation and operation of departmental initiatives as assigned by the Chair, and ensure that departmental operations are conducted in alignment with OSU policy and regulatory agencies and support the fiscal solvency of the department.
- 2 Chief Administrative Officer: Responsible and accountable for the performance and management of the department's business operations including financial resources, human resources (faculty employment agreements, staffing, performance assessment), technical and laboratory resources, department IT initiatives, procurement, contract negotiations, outreach and customer service, and organizational efficiency and effectiveness; serves as the Practice Manager for OSU Pathology Services, LLC and provides administrative oversight of OSU Histology Lab, LLC; reports to the Pathology Department Chair.
- 3 Finance Manager: Responsible and accountable for the department and OSU Pathology Services, LLC financial management of assets, liabilities, revenues, profitability and cash

flow; works at the direction of the Pathology Department Chair to develop and implement the strategic financial plan; sets objectives and identifies financial resources, analyzes data for decision making, tracks variances between actual and budgeted results including reasons for variances; reports to the Chief Administrative Officer.

D Committees

The Department of Pathology has four standing committees, as outlined below. The Chair, in consultation with the Vice Chairs, appoints members to all committees and determines if additional committees are needed. The length of committee appointments is determined by the Chair.

- 1 Executive Committee – This committee meets weekly and consists of the Chair, Chief Operating Officer, Chief Administrative Officer, Finance Manager and HR. Members consider issues specific to individual branches as well as departmental issues at large.
- 2 Promotion & Tenure (P&T) Committee – P&T Committee members conduct the promotion and tenure process and make recommendations to the Chair on faculty appointment, reappointment, promotion and tenure activities.
- 3 Residency Clinical Competency Committee – This committee reviews, revises and has oversight over the residency program and advises the Residency Program Director and Chair on any changes to the program.
- 4 OSUP Board of Managers – This committee consists of appointed faculty representatives as well as the Chief Administrative Officer to address issues affecting the Faculty Group Practice and the LLC. The Board meets bi-annually.

VIII Faculty Meetings

The Department of Pathology faculty meetings are conducted monthly. The Chair of the Department or his/her designee chairs the meetings. Faculty members may contribute to the agenda by submitting requests to the Chair.

Minutes and a record of attendance of the faculty meetings are kept in the Department Administrative Suite and a copy of the clinical services report is sent to the OSU Medical Director's office. Attendance is required.

IX Distribution of Faculty Duties and Responsibilities

The Department of Pathology is committed to the professional development and success of all members of its faculty. Conversely, all members of the faculty are expected to maintain a collegial and professional manner at all times and to follow the standards of professional behavior described by the rules and policies of OSU, OSUCOM, the Department, and the Division to which the faculty member is assigned.

Although each member of the faculty has his/her own area(s) of career emphasis, it is expected that each faculty member (physician or scientist) will, to the best of his/her abilities and at levels appropriate to his/her background and credentials, support and respond to the clinical, research/scholarship, educational, and administrative needs of his/her Division, as required, to fulfill Department missions and responsibilities to OSUCOM, OSUWMC, and OSU.

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The Department of Pathology recognizes the need for establishing for each faculty member a balance of professional efforts that provides for both the multi-mission needs of the Department and the expected personal development. Accordingly, the Department supports standards for distribution of professional efforts, and related typical allocations of time and funding responsibilities. The allocation of time and effort for each Department faculty member is primarily determined by their assigned AP&T category, although it remains largely independent of academic rank (e.g. Assistant Professor vs. Professor).

During on-duty periods, faculty members are expected to be available for interaction with students, residents, fellows and faculty, and participate in clinical activities, research, and departmental meetings/events. On-duty faculty should not be away from campus for extended periods of time unless on an approved leave (see section XI) 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 Chair. A full-time faculty member's primary 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>).

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

Teaching: All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums. Faculty members are expected to advise undergraduate and graduate students, and thesis and dissertation work. The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the department, medical center, college, university) can be assigned an enhanced service assignment that includes a reduced teaching assignment.

Scholarship: All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's Appointments, Promotion and Tenure Document (<http://oaa.osu.edu/governance.html>).

Service: Faculty members are expected to be engaged in service and outreach to the department, university, profession and community. Specific criteria are defined in the department's Appointments, Promotion and Tenure Document

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(<http://oaa.osu.edu/governance.html>). All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other department events.

- B Clinical Faculty: Clinical faculty members are expected to contribute to the university's mission via teaching, service, and scholarship. All clinical faculty are expected to contribute to the department's teaching in courses or instructional situations involving live patients and live clients, or courses or instructional situations involving professional skills, as requested. Specific criteria are defined in the department's Appointments, Promotion and Tenure Document (<http://oaa.osu.edu/governance.html>).
- C Research Faculty: Research faculty members are expected to contribute to the university's mission via research. In accord with Faculty Rule 3335-7-34, specific expectations are spelled out in the letter of offer.
- D Associated Faculty: Compensated associated faculty members are expected to contribute to the university's mission via teaching, research or service depending on the terms of their individual appointments.

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, or his/her designee, will discuss the department budget at least bi-annually with the Board of Managers and annually with the faculty. 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 subdisciplines and productivity and grouping staff functions to maximize efficiency.

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 (<http://oaa.osu.edu/handbook.html>) and Office of Human Resources Policies and Procedures website, www.hr.osu.edu/policy/policyhome.htm. The information provided below supplements these policies.

- A Discretionary Absence: Faculty are expected to complete a travel request or an Application for Leave form (<https://elave.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 instruction and service 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 instruction, service, or other comparable commitments. Rules of the University Faculty require that the Office of Academic

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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/or service 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, www.hr.osu.edu/policy/index.aspx.
- 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, www.hr.osu.edu/policy/index.aspx.
- D Faculty Professional Leave: Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves. The information provided below supplements these policies. The Chair, in consultation with the Vice Chair's when appropriate, will review all requests for faculty professional leave and make a recommendation to the College of Medicine leadership. The chair's recommendation to College of Medicine leadership 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 time requested. The policy can be found at <http://oaa.osu.edu/assets/files/documents/facultyprofessionalleaves.pdf>.

XII 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 the 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.

XIII Financial Conflicts of Interest

Information on faculty financial conflicts of interest is presented in the university's Policy on Faculty Financial Conflict of Interest (<http://orc.osu.edu/files/2013/02/Policy-on-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. 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 (the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>).

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 (www.hr.osu.edu/).

- B Faculty Misconduct: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <http://trustees.osu.edu>.
- C Faculty Promotion and Tenure Appeals: Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <http://trustees.osu.edu>.

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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, www.hr.osu.edu/policy/index.aspx.

Deleted: Harassment

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 (see www.oaa.osu.edu/coam/home.html and <http://senate.osu.edu/committees/COAM/COAM.html>).