

# **PATTERNS OF ADMINISTRATION**

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**THE DEPARTMENT OF PEDIATRICS  
THE OHIO STATE UNIVERSITY  
COLLEGE OF MEDICINE**

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## **I. INTRODUCTION**

This document describes the organization, patterns of administration, policies and procedures affecting activities of the faculty of the Department of Pediatrics of The Ohio State University College of Medicine. This document is a supplement to University and College rules and cannot conflict with the University or College, whose statutes, rules and policies supersede statements presented herein. A description of the Department rules regarding appointments and promotions is presented in a separate document, The Department of Pediatrics Appointments, Promotion and Tenure Document. In addition, certain additional policies and procedures, regulations and employment benefits of the faculty are administered by Nationwide Children's Hospital and the Pediatric Academic Association (PAA), the practice plan of the Department of Pediatrics.

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**

*Mission Statement:* The mission of the Department of Pediatrics is to promote excellence in teaching, research, academics, advocacy, and administrative service, to promote optimum health, and to provide the most effective, efficient and compassionate medical care.

Excellence in teaching is measured by the quality of knowledge conferred to medical students, residents, fellows, graduate and post-graduate students and health care providers of all levels (physicians, nurses; allied health professionals). Teaching also promotes and ensures the highest-quality pediatric residency and fellowship programs in the Department of Pediatrics of The Ohio State University College of Medicine. Excellence in research and other scholarly activities is measured by the quality of those scholarly endeavors which advance the body of scientific knowledge, promote good health, and improve the treatment of diseases of children. Fulfillment of the service component of the mission includes providing the highest quality and value of clinical care for children and their families in Ohio and beyond, and improving the overall level of pediatric health to the public through coordinated and collaborative efforts with physicians and other health care workers, departmental, College and University committees, as well local, state and national agencies. Because children cannot advocate for themselves, advocacy related to policies, protection and services for children is also an important goal of the Department of Pediatrics faculty.

The Department additionally assures that its Policy on Faculty Duties and Responsibilities, included in its Patterns of Administration, is consistent with this mission and its criteria for appointments, promotion, and tenure, merit salary, and other rewards.

The Department of Pediatrics recognizes the benefits of a diverse faculty and seeks to encourage diversity among the faculty and leadership within the Department. The Ohio State University does

not discriminate against any individual on the basis of race, color, sex, religion, sexual orientation, age, national origin, disability or status as a disabled veteran or veteran of the Vietnam era. Appointments, promotion, and tenure of candidates in the Department of Pediatrics and the College of Medicine must adhere to the Office of Human Resources Policy 1.10 governing affirmative action, equal employment opportunity and nondiscrimination/harassment.

Policy and program decisions will be made by the Chair, with consultation and discussion with the Vice Chairs, the Division Chief, Center Directors, by the Department as a whole, and with the advice of standing or ad hoc Departmental committees. Departmental decision making seeks to strike a balance between assuring active and meaningful involvement of the faculty in governance and recognizing that the Chair, on behalf of the College of Medicine and Nationwide Children's Hospital, has ultimate responsibility for the Department's administration. Whenever possible, policy and program decisions in the Department will be based on the principle of majority rule.

### **III. VALUES**

Shared values are the commitments made by the College's community regarding how work will be conducted. Our values in the College of Medicine include:

- Inclusiveness
- Determination
- Empathy
- Sincerity
- Ownership
- Innovation

We also embrace Nationwide Children's Hospital values. As one team we:

- Do the right thing
- Create a safe day every day
- Promote health and well being
- Are agile and innovative
- Get results

The College of Medicine and the Department of Pediatrics operate on the premise that all faculty and staff in the College have unique talents that contribute to the pursuit of excellence. The College supports and embraces collegiality, civility, and diverse beliefs. The free exchange of ideas and opinion should characterize our academic endeavors and interactions within and representing the College.

Each member of the College contributes directly to College productivity through personal accomplishments that further our mission areas. Importantly, each member of the College also contributes indirectly to College productivity by positively influencing the productivity of others. This synergism may be seen in the creation of an outstanding learning environment, productive

research collaborations, multidisciplinary approached to clinical practice, sharing of innovative ideas in committee meetings, community, and industry outreach.

All faculty and staff should work toward establishing and maintaining a team culture and an enriching and diverse intellectual working and learning environment. The college is committed to evaluating the practice of these core values as part of all performance evaluations

#### **IV. ACADEMIC RIGHTS AND RESPONSIBILITIES**

The Department of Pediatrics embraces the Universities statement and reaffirmation of academic rights and responsibilities found at this link -- [reaffirmation](#).

The Department of Pediatrics has established criteria for promotion and tenure. Teaching, research, academics, advocacy, program development, professional advancement, clinical excellence and administrative service are defined by criteria and measures that must be documented and assessed. The Department of Pediatrics endorses the University's recognition of the value of diverse contributions by individual faculty members toward the realization of the overall mission of the institution. For example, within the Tenure Track and Clinical faculty, there may be many different patterns of scholarly activity that reflect a range of faculty interests, skills, and accomplishments. These different patterns of performance may result in variation in emphasis between teaching, scholarship, advocacy, and service. Although faculty members may choose to place greater emphasis on certain aspects of scholarly activity, and less emphasis on others, the Department of Pediatrics requires that the faculty member demonstrate excellence in all areas.

#### **V. FACULTY**

##### **Faculty Membership in the Department of Pediatrics**

Faculty membership in the Department of Pediatrics is granted by the Department Chair, upon agreement by the Dean of the College of Medicine and Executive Vice President and Provost of the University. The President of the University and the Dean of the College of Medicine are members of the faculty of the Department of Pediatrics, in accordance with the University rules.

##### **Faculty Titles and Emphasis**

The faculty shall include persons appointed by the Board of Trustees of The Ohio State University with tenure, clinical, research, associated and emeritus faculty titles on full or part-time appointments, with or without salary. The criteria for appointment, promotion, and tenure in the Department of Pediatrics are described in a separate document, The Department of Pediatrics Appointment, Promotion and Tenure Document.

**Faculty may hold one of the following ranks at a given time:**

## **A. Tenure track Faculty**

Tenure-track faculty are persons with the titles of professor, associate professor, assistant professor and instructor who serve on appointments totaling fifty per cent or more service to the University. Tenure-track faculty have no limitations for participation in University, College, or Department governance. Faculty on the tenure-track must demonstrate excellence in the discovery and dissemination of new knowledge, as evidenced by national and international recognition of their scholarship and successful competition for extramural funding such as that provided by the National Institutes of Health (NIH). In addition, excellence in teaching and outstanding service to The Ohio State University is required. Faculty with a clinical doctoral degree such as an MD degree or a PhD in psychology may also be clinically active as a service component of their professional responsibility.

## **B. Clinical Faculty**

Clinical faculty are persons with the title of professor of clinical pediatrics, associate professor of clinical pediatrics, assistant professor of clinical pediatrics, and instructor of clinical pediatrics who serve on appointments totaling fifty per cent or more service to the University. Clinical faculty members are not eligible for tenure but are appointed annually for original 4-year appointments, followed by 3-5 year contracts that are renewable. Clinical faculty members are limited to participation in governance at the Division, Center, Department, and College levels, but they may not participate in promotion and tenure matters of tenure track faculty. The clinical faculty exists for those faculty members whose principal career focus is outstanding teaching, clinical and translational research and delivery of exemplary clinical care. Procedures for promotion are defined in the Department of Pediatrics Appointments, Promotion, and Tenure Document.

## **C. Research Faculty**

Research faculty are persons with the title of research professor of pediatrics, research associate professor of pediatrics, and research assistant professor of pediatrics who serve on appointments totaling fifty per cent or more service to the University. Research faculty members are not eligible for tenure but are appointed annually for 4 years, followed by renewable 1-5 year contracts. Research faculty must comprise no more than 49% of the number of tenure track faculty in the Department of Pediatrics. Research faculty are eligible to serve on university committees and task forces but not on university governance committees and will not be eligible to vote on the promotion and tenure of tenure-track faculty or clinical faculty. Research faculty focus their efforts in research related to the mission and goals of the department and will have an earned doctorate or other terminal degree in the relevant field. Research faculty may, but are not required, to participate in limited educational activities in his/her area of expertise. Procedures for promotion are defined in the Department of Pediatrics Appointments, Promotion, and Tenure Document.

## D. Associated Faculty

Associated faculty are professors, associate professors, assistant professors and instructors with practice titles (e.g., Clinical Instructor of Practice, Clinical Assistant Professors or Practice, Clinical Associate Professor of Practice, Clinical Professor of Practice), adjunct titles, visiting titles, and lecturer titles. In accordance with the rules of the University, associated faculty are not eligible for tenure. Department governance rights have been extended to associated faculty. Associated faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and clinical and research appointment and promotion decisions. Associated faculty appointments are made for a period not to exceed one year. Associated faculty with practice titles will focus their efforts on providing quality teaching and excellent clinical service. Procedures for promotion are defined in the Department of Pediatrics Appointments, Promotion, and Tenure Document.

## E. Emeritus Faculty

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure track, clinical, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. Additional detail is found in the College Appointments, Promotion, and Tenure Document. Emeritus faculty 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. Emeritus faculty members have benefits provided by the University but are not entitled to office space or other resources. Provision of such resources is at the discretion of the Department Chair.

## VI. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF IN CONTEXT OF NATIONWIDECILDRENS HOSPITAL LEADERSHIP

### Executive Leadership

Chief Executive Officer	Timothy Robinson
Chief Medical Officer	Rustin Morse, MD
Chief Operating Officer	Richard J. Miller
Executive Vice President, Chief Financial/Administrative Officer	Luke Brown
Physician-in-Chief President, The Research Institute	John A. Barnard, MD
Surgeon-in-Chief	Oluyinka Olutoye, MD, PhD

Senior Vice President and Chief Nursing Officer	Lee Ann Wallace, MBA, BSN, RN,
The Center for Family Safety and Healing, President	Lynn Rosenthal
Nationwide Children's Foundation, President	Steve Testa

### Department and Division Chiefs

Department of Pediatrics	John A. Barnard, MD
Division of Adolescent Medicine	Andrea Bonny, MD
Division of Allergy & Immunology	Mitchell H. Grayson, MD
Division of Primary Care Pediatrics	Alex Kemper, MD
Division of Cardiology	Catherine Krawczeski, MD
Division of Child Abuse Pediatrics	Megan M. Letson, MD, M.Ed
Division of Clinical Informatics	Jeffrey Hoffman, MD
Division of Complex Care	Garey H. Noritz, MD
Division of Critical Care	Mark W. Hall, MD, FAAP, FCCM
Division of Dermatology	Patricia M. Witman, MD
Division Developmental & Behavioral Pediatrics	Amy Newmeyer, MD
Division of Emergency Medicine	Rachel M. Stanley, MD
Division of Endocrinology	Manmohan K. Kamboj, MD
Division of Hospital Pediatrics	Ryan Bode, MD
Division of GI, Hepatology & Nutrition	Carlo Di Lorenzo, MD
Division of Hematology & Oncology	Timothy P. Cripe, MD, PhD
Division of Infectious Diseases	Octavio Ramilo, MD
Division of Genetic & Genomic Medicine	Kim L. McBride, MD
Division of Neonatology	Leif D. Nelin, MD
Division of Nephrology	John David Spencer, MD
Division of Neurology	Anne Connolly, MD
Division of Pulmonary Medicine	Karen S. McCoy, MD
Division of Rheumatology	Stacy P. Ardoin, MD
Division of Sports Medicine	Tom Pommering MD
Division of Toxicology	Marcel J. Casavant, MD
Division of Psychology	Eric M. Butter, PhD



## **VII. OVERVIEW OF DEPARTMENTAL ADMINISTRATION AND DECISION-MAKING**

### **A. Chair of Department**

The Department Chair is the administrative head of the Department and represents the faculty of the Department to the Dean of the College of Medicine and the University administration. Ideally all departmental policy and programmatic decisions will be made with input by faculty of the Department as a whole or by standing or special committees of the Department's faculty.

#### **Duties of the Chair of the Department:**

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

1. In consultation with the faculty, develop a document describing the pattern of administration of the Department of Pediatrics. A copy of this document will be distributed to Department faculty, the Dean of the College of Medicine, and the Executive Vice President and Provost of The Ohio State University.
2. Provide dates of faculty meetings sufficiently early to permit scheduled adjustments. The Chair will provide written notice, when possible, of changes in the schedule of faculty meetings.
3. Maintain a record of all faculty meetings, and to maintain records of all other actions covered by the Patterns of Administration.
4. Recognize in principle the presumption favoring majority rule on all matters covered by the Patterns of Administration. It is the responsibility of the Chair to communicate to the faculty the reason(s) for any departure from a decision of the faculty majority, in writing, or through a meeting of the faculty as a whole, with opportunities for the faculty to comment. Whenever possible, the reasons will be communicated before the departure occurs.
5. Establish and review Divisions and Centers.
6. Appoint, review, and reappoint or replace Vice Chairs, Division Chiefs and Center Directors, directly or through a designee.
7. Assure the equitable distribution of instructional, scholarship and service assignments by the Division Chiefs and Center Directors.
8. Prepare, after consultation with the faculty and in accordance with the Patterns of Administration, a document describing the Appointment, Promotion and Tenure Criteria and Procedures for tenure-track, clinical, research and associated faculty, according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters that affect the tenure of the faculty. A copy of this document will be distributed to Department faculty, the Dean of the College of Medicine, and the Executive Vice President and Provost of The Ohio State University. At the beginning of each four-year term of the Department Chair, the members of the Department, the Dean of the College of Medicine, and the Executive Vice President and Provost shall receive either a revision or reaffirmation of the original document.
9. Operate the business of the Department productively and efficiently.

10. Continuously evaluate and improve the Departmental instructional, research, clinical and administrative processes and outcomes.
11. Evaluate the performance of faculty members yearly in accordance with criteria approved by the Board of Trustees and subject to guidelines from the Executive Vice President and Provost, and according to any supplemental criteria set up by the Department of Pediatrics or College of Medicine. The performance evaluations may be done by the Chair or by a designee, including but not limited to the Vice Chair for Academic Affairs, the faculty member's Division Head, or Center Director.
12. 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.
13. Recommend to the Dean of the College of Medicine, after consultation with faculty, appointments, promotion, dismissals and matters affecting the tenure of Departmental faculty.
14. Encourage research, teaching academics and original investigation.
15. Ensure all faculty members, regardless of their assigned location, are offered the Departmental privileges and responsibilities appropriate to their rank and past performance.
16. Nurture high level of morale among Departmental faculty members.
17. Embrace diversity and inclusion
18. Maintain an outstanding faculty development program that ensures faculty reach their maximum professional potential.
19. Prepare an annual budget for the consideration of the Dean of the College of Medicine.
20. Promote a discipline of continuous improvement of instruction by providing for the evaluation of each course, curriculum or lecture, including written evaluation by students and residents of the course and instructors, as well as periodic course review by the faculty.
21. Recognize the role of the Vice Chairs, Division Chiefs and Center Directors in assigning duties and responsibilities to faculty members in instruction, scholarship, and service, but to maintain final responsibility for this duty.
22. Appoint standing committees, and ad hoc committees to meet Departmental needs. To select committee members and a chair for each committee based on expertise, interest, workload, and rank.
23. Communicate, collaborate and promote effective interchange among peer Department Chairs.

## **B. Vice Chairs of the Department of Pediatrics**

The Department will have Vice Chair positions as needed. Appointment of the Vice Chair(s) shall be made by the Department Chair. The Department Chair has the final responsibility for academic, clinical and research policies and decisions of the Department. However, in the absence of the Chair, such responsibilities may be delegated. The Vice Chair(s) will be responsible for all duties assigned by the Chair. Evaluation of Vice Chair(s) shall be done on an annual basis by the Department Chair. Each Vice Chair will serve for a term of four years and shall be eligible for reappointment. Each Vice Chair will be reviewed at the conclusion of the

fourth year of his/her term. Such review(s) will be conducted by the Department Chair and will be based on the results of preceding annual reviews.

Senior Vice Chair  
Vice Chair, Education  
Vice Chair, Academic Affairs  
Vice-Chair, Research

### **C. Division Chiefs and Center Directors**

Division Heads and Center Directors are selected and appointed by the Department Chair. They serve at the discretion of the Chair. The performance of each Division Chief and Center Director is reviewed on a yearly basis by the Department Chair, or a designee. Broadly, their duties include:

1. Equitable assignment of teaching, research, clinical, and administrative assignments to faculty within their Division or Center;
2. Evaluation, facilitation and promotion of career development of their Division or Center faculty;
3. Annual performance evaluation and academic reviews of the Division or Center faculty to forward to the Vice Chair for Academic Affairs and to the Department Chair;
4. Lead Divisional and Center faculty recruitment and development;
5. Develop a Division or Center budget for approval by the Chair or the Chair's designee;
6. When appropriate, develop and maintain an approved fellowship program;
7. Support superior teaching, education and mentoring to students and trainees at all levels.

### **D. Department Committees**

Appointments to standing committees and the appointment of the chairs of these committees shall be made by the Chair of the Department. The normal term of office for standing committees will be three years, but faculty are eligible for reappointment if the efficiency and effectiveness of the committee will be enhanced. The committee chair is responsible for organizing the committee calendar. The frequency of meetings will be related to the purpose of the committee. Each committee establishes operating policies and procedures consistent with the committee's objective, in accordance with the rules of the Department, College and University.

## **1. Appointments, Promotions and Tenure Committee**

Committee members are asked to advise faculty members on the development of an OSU dossier for evaluation for promotion and tenure and advise the Department Chair on general matters of appointment, promotion and tenure, as requested. The committee reviews dossiers to make sure accomplishments of all candidates are clearly characterized and prepares an analysis of each candidate's dossier. Other duties are described in the Department's Appointments, Promotion and Tenure document.

The Department of Pediatrics Appointments, Promotion and Tenure (APT) Committee will represent the eligible faculty of the Department of Pediatrics. A tenured faculty member will chair the Committee for tenure reviews and only tenure track faculty members may vote for these. The committee will consist of 20 rotating faculty members on both the tenure and non-tenure tracks at the rank of Professor. The Chair of the Department of Pediatrics will appoint members to the committee for a 3-year period. Members may serve two consecutive terms. All eligible faculty in the Department will be provided access to the promotion dossiers upon request and have the ability to forward comments to the APT Committee Chair for consideration.

## **2. Housestaff Committee**

Residency program directors and associate program directors are responsible for the day-to-day management of the Department's residency program according to rules, regulations and advisories of the Accreditation Council of Graduate Medical Education. The program directors are members of the Housestaff Committee and along with approximately 20 faculty members interview pediatric house staff candidates and determine in conjunction with the Department Chair candidate rankings for the national residency selection program. The committee also evaluates and makes recommendations to the Department Chair regarding recruitment methods and procedures, and, as requested by the Chair, develops new recruitment techniques.

## **3. Medical Student Committee**

The Medical Student Committee evaluates and makes recommendations to the Department Chair regarding the Ohio State University College of Medicine curriculum, student performance and faculty teaching skills, in accordance with the goals of the Department, College, and University. This committee is comprised of Rotation Directors and the Medical Student office leadership – approximately 30 members.

## **VIII. FACULTY MEETINGS**

Departmental faculty meetings will be held quarterly or more often at the discretion of the Chair for informational purposes as well as discussions leading to policy decisions on academic affairs,

teaching, research and service issues. Topics covered in the meeting will be comprised of issues brought forth from the Department Chair and Vice Chairs, Departmental instructional units, various committees and program, representatives of University committees, and faculty members who wish to raise items for discussion. A request for agenda items is made 2-4 weeks in advance of the meeting and the final agenda is distributed prior to the meeting by email. Because of the large size of the department, the Department Chair is responsible for distributing minutes of these meetings in the form of slide presentations. Corrections and amendments are made by email request when minutes are distributed.

All professors, associate professors, assistant professors, and instructors who hold appointments and all associated faculty who are compensated by the Department will be invited to the Department faculty meetings. Faculty who hold secondary appointments in the Department of Pediatrics, and administrative staff person(s) also may be invited to Department faculty meetings.

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 departmental 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.

Either the department 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 department 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 departmental 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. DISTRIBUTION OF FACULTY DUTIES AND 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 assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave or on approved travel.

Each research, academic and clinic program within the Department of Pediatrics is expected to be productive across the spectrum of their specific mission. It is the responsibility of the Division

Director or Center Director to ensure that an appropriate balance of activities is maintained to meet Departmental expectations.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in demands and resources within the Department and individual circumstances of faculty members may warrant temporary deviations from these statements. Assignments and expectations for the coming year are addressed as part of the annual review by the department chair. 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 department chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA [Policy on Faculty Conflict of Commitment](#).

#### **A. Guidelines on Instructional Activity**

All clinical and research faculty are expected to participate in some form of undergraduate, graduate, medical student, resident, or continuing medical education instruction for which they receive formal evaluations on an annual basis. Teaching assignments are determined by the Division Chiefs and/or Center Directors in a coordinated manner with the directors of the Department student and residency programs.

The Department expects: (1) faculty members will receive written evaluations of their teaching effectiveness by pre- and postdoctoral students at least once each year, (2) the evaluations shall be distributed and collected by impartial parties such as the directors of the Departmental student and residency programs, and (3) the evaluations will be transmitted to the Department Chair or his/her designee(s) for use in the annual performance reviews.

#### **B. Guidelines on Scholarly Activities**

All tenure track, clinical, and research faculty are expected to participate in scholarly activities. Scholarship is broadly defined as the discovery and dissemination of new knowledge by research, study and learning. In the College of Medicine, a faculty member's scholarship must be demonstrated to be of high quality, significance and impact.

All tenure track, clinical, and research faculty members must develop a sustained record of scholarship that is documented by a body of original work. The evidence for scholarship must refer to original, substantive works that are documented achievements. Recognition of the scholarly work must also be external to the University, residing in the scientific communities apropos to the faculty member's field of scholarship.

The Department's Appointments, Promotion and Tenure Document specifically outlines how evidence of a faculty member's scholarship will be documented and assessed in terms of quality and significance.

### **C. Guidelines on Service Activities**

All clinical and research faculty members are expected to participate in service to the Department of Pediatric, Nationwide Children's Hospital and/or The Ohio State University, and to the profession of medicine. Service is broadly defined to include administrative service to the University, exemplary patient care, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the University. In the College of Medicine, a candidate's service contributions must be demonstrated to be of high quality and effectiveness. All tenure track and clinical faculty members must contribute to service as evidenced by documentation of contributions over a sustained period of time.

The Department's Appointments, Promotion and Tenure Document outlines how evidence of a candidate's service will be documented and assessed in terms of quality and effectiveness.

### **D. Parental Modification of Duties**

The Department of Pediatrics 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 OHR [Parental Care Guidebook](#) and 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.

See also Parental Leave Policy in Section XII.

## **X. COURSE OFFERINGS AND TEACHING SCHEDULES**

Division Chiefs and Center Directors are responsible for the assignment of didactic lectures and other teaching germane to their discipline. Excellence is expected. The Director of Medical Student Education arranges for faculty to provide didactic lectures and clinical teaching that is custom designed annually for Ohio State University medical students. The Directors of the Pediatric and Internal Medicine/Pediatric residency programs arrange for faculty to provide didactic lectures and clinical teaching that is designed for residents. Fellowship programs do the same for their trainees.

## **XI. ALLOCATION OF DEPARTMENT RESOURCES**

Department of Pediatrics physicians, scientists and other faculty members receive an Academic Enrichment Fund in the amount of \$3,000 per year along with other substantial support for items such as licensure fees, board certification fees and certain association fees, as listed below. The amount is prorated based on a physician's FTE status. Currently, unused funds carry forward to the following year up to a maximum of \$6,000. Funds may cover expense such as annual membership fees; recertification review course fees, books, conferences, and webinar fees, travel, lodging, and meals to attend CME and scientific conferences

In addition to Academic Enrichment Funds, the PAA reimburses physicians for eligible business-related expenses. Separately, the Department pays for Ohio Medical License, other State Medical License if requested by the department, DEA License, PALS Certification, Nationwide Children's Hospital Medical Staff Dues and Fees, The Ohio State University Medical Center Medical Staff Dues and Fees (if applicable), other Hospital Staff Dues and Fees (if the physician is asked to practice in another hospital), Board certification and recertification exams fees, American Academy of Pediatrics (AAP) annual membership dues or other society annual membership dues in lieu of the AAP, Central Ohio Pediatric Society (COPS) Annual Membership Dues, parking at OSUMC and other locations when performing specific job duties, mileage reimbursement for personal vehicle used in business related travel outside of the greater Columbus area based upon the IRS limit at the time the travel occurred, faculty recruiting expenses after candidate acceptance (expenses prior to acceptance are funded by Nationwide Children's Hospital. Requests must be reviewed by the Division Chief and submitted to established channels for approval.

## **XII. LEAVES AND ABSENCES**

In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures at <https://oaa.osu.edu/policies-and-procedures-handbook> and the Office of Human Resources Policies and Forms website, <https://hr.osu.edu/policies-forms> The information provided below supplements these policies.

### **A. Discretionary Absence**

Faculty are expected to complete 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. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more days (see Faculty Rule [3335-5-08](#)).

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



When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form and medical certification forms, as early as possible, and submit to the division chief. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should inform the division chief promptly so that instructional and other commitments can be managed. Faculty members are expected to use sick leave for personal illness, illness of family members, medical appointments and for the death of immediate family members. For additional details see OHR Policy 6.27, <https://hr.osu.edu/public/documents/policy/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](#). The information provided below supplements this policy.

### **D. Parental Leave**

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

## **XIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY**

Faculty members may earn supplemental income for professional activities such as expert witness testimony, speaking honoraria, book royalties, consultation or collaboration with biomedical or information system companies, or similar activities only in accordance with the practice plan policy. The outside activity may not interfere with the faculty member's full time primary professional responsibilities and performance. All supplemental professional activities should be consistent with the mission, priorities, responsibilities and best interests of the Department, College, and University. Supplemental professional activities other than expert witness testimony, speaking honoraria, book royalties, consultation or collaboration with biomedical or information system companies, or similar activities in accordance with the physician practice plan policy, may be performed only if with advanced approved by the Department Chair. The privilege of performing supplemental professional activities may be withheld by the Chair if a faculty member is not performing his or her primary responsibilities at an acceptable level. Faculty should not use Department, College, or University resources to perform any supplemental professional activities without prior approval of the Chair. It is university policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#). For issues regarding patents, the policies of the Nationwide Children's Research Institute Administrative Policy III-5 "Patents, Copyrights and Conflict of Interest" are found on ANCHOR – Hospital Policies:

Faculty who are members of the practice plan of the Department of Pediatrics are full time faculty who devote 100% of their professional effort to the Department of Pediatrics. These faculty members are salaried employees. They are permitted to retain compensation from supplemental activities as well as prizes and awards up to a predetermined limit which is set according to academic rank and Departmental policy.

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

Should a departmental 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.

#### **XIV. FINANCIAL CONFLICTS OF INTEREST**

Information on faculty financial conflicts of interest 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. Full time faculty report conflicts of interest or potential conflicts of interest, to the Department Chair, typically through web based reporting tools, which may be encountered in the performance of their official duties for the Nationwide Children's Hospital, the Department, the College, or The Ohio State University. This policy applies to teaching, clinical, research and administrative activities, to research programs with contractual restrictions such as patents and copyrights, and to any employment which is outside the faculty member's responsibilities for Nationwide Children's Hospital Department, College or University.

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.

#### **XV. GRIEVANCE PROCEDURES**

Appeals and grievances can involve a wide variety of issues and may originate from many sources such as faculty, fellows, house officers, students, and staff. When possible, grievances should be handled through discussion with the conflicted parties, as facilitated by the appropriate administrator such as the Division Chief or Center Director, the directors of the student or residency programs, a Vice Chair, or the Department Chair. Except as indicated otherwise below, when a grievance involving a faculty member cannot be resolved at this level, the involved administrator should contact the Vice Chair for Academic Affairs, who will discuss the matter with all affected parties. If the alleged grievance cannot be resolved through discussion, the Vice Chair for Academic Affairs will request a written account of the allegation and/or event from all involved parties.

## **XVI. SALARY GRIEVANCES**

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

Staff members who are not satisfied with the outcome of the discussion with the appropriate administrator and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

## **XVII. FACULTY PROMOTION AND TENURE APPEALS**

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

## **XVIII. FACULTY MISCONDUCT**

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

## **XIX. 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, [https://policies.osu.edu/assets/docs/policy\\_pdfs/SexualMisconduct\\_FINAL.pdf](https://policies.osu.edu/assets/docs/policy_pdfs/SexualMisconduct_FINAL.pdf).

## **XX. STUDENT COMPLAINTS**

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

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the department chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the [Committee on Academic Misconduct](#) (see also Faculty Rule [3335-23-05](#)).

## **XXI. CODE OF STUDENT CONDUCT**

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

## **XXII. PROFESSIONAL STUDENT HONOR CODE**

The Department of Pediatrics guidelines regarding student honor code are listed below.

[Academic, Noncognitive, and Professionalism Review Process](#)

[Professionalism](#)

[Student Mistreatment Policy and Reporting](#)

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