

PATTERN OF ADMINISTRATION

For:

**THE OHIO STATE UNIVERSITY
DEPARTMENT OF PLASTIC AND
RECONSTRUCTIVE SURGERY**

July 1, 2020



THE OHIO STATE UNIVERSITY

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I. Introduction

This document provides a brief description of the Department of Plastic and Reconstructive Surgery as well as a description of its guidelines 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 as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

II. Department Mission.

The Department of Plastic and Reconstructive Surgery of the Ohio State University is dedicated to the achievement of excellence in education, research and clinical care in all of the various disciplines encompassed by the specialty.

The Department of Plastic and Reconstructive Surgery is a participant in the education of medical students at all levels of the medical curriculum. It also educates medical school graduates in a Plastic Surgery residency program, and in other residency and fellowship programs associated with the specialty. Graduates of these programs become eligible for certification by specialty boards and similar agencies. The Department instructs graduate students in the College of Medicine's masters and PhD level program and in other related disciplines. In addition, the Department trains postdoctoral fellows in both basic and clinical science categories. The Department also conducts a variety of teaching programs for practicing physicians. From time to time members of the Department may also participate in educational projects for the general public.

The Department members, including both those with medical and non-medical doctoral degrees, conduct basic, translational and clinical research. Laboratories associated with the Department are active in the instruction of pre-medical students, medical students, residents, postdoctoral fellows 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 plastic surgery and its associated specialties. Members of the Department who are non-physician practitioners engage in practice related to their area of expertise. These faculty members may be organized into divisions based upon surgical specialties 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 plastic 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 Wexner 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 organizations 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.

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 Plastic and Reconstructive Surgery 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 plastic surgery and its various specialties, and to the provision of personalized health care for all of its patients.

III Academic Rights and Responsibilities

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

IV Faculty

Faculty Rule [3335-5-19](#) 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 faculty members with compensated FTEs of at least 50% in the Department, and associated faculty

The Department of Plastic and Reconstructive Surgery makes Tenure Track Appointments. Tenure Track titles are Assistant Professor of Plastic Surgery, Associate Professor of Plastic Surgery, and Professor of Plastic Surgery. (NOTE: The Department official title is “Plastic and Reconstructive Surgery;” however, in the interest of brevity, the faculty titles will use the simpler term “Plastic Surgery.”)

The Department of Plastic and Reconstructive Surgery makes Clinical Faculty appointments. Clinical Faculty titles are Instructor of Clinical Plastic Surgery, Assistant Professor of Clinical Plastic Surgery, Associate Professor of Clinical Plastic Surgery, and Professor of Clinical Plastic Surgery. The appointment cap on clinical faculty in relation to the total of tenure-track, clinical and research faculty is established in the [college pattern of administration](#). On November 4, 2008, when Plastic Surgery became an independent department, the Department faculty voted to extend governance rights to clinical faculty. Clinical faculty may vote in all matters of Departmental governance except tenure-track appointment, promotion and tenure decisions and research appointment and promotion decisions. In accordance with College of Medicine guidelines for clinical departments, there is no cap on the total number of clinical faculty members in the Department of Plastic and Reconstructive Surgery.

The Department of Plastic and Reconstructive Surgery makes Research Faculty appointments. Research Faculty titles are Research Assistant Professor of Plastic Surgery, Research Associate Professor of Plastic Surgery, and Research Professor of Plastic Surgery. Research Faculty can comprise no more than 20% of the number of tenure-track faculty members. On February 21, 2020, Departmental faculty voted to extend governance rights to research 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.

The Department of Plastic and Reconstructive Surgery makes Associated Faculty appointments. Associated Faculty titles for members based exclusively at OSU Medical Center and/or Nationwide Children’s Hospital are Instructor of Plastic Surgery - Practice, Assistant Professor of Plastic Surgery -

Practice, Associate Professor of Plastic Surgery - Practice, and Professor of Plastic Surgery - Practice. Associated Faculty titles for all others will be Adjunct Instructor of Plastic Surgery, Adjunct Assistant Professor of Plastic Surgery, Adjunct Associate Professor of Plastic Surgery and Adjunct Professor of Plastic Surgery. Consistent with College of Medicine guidelines, the Department permits associated faculty members with full-time appointments at OSU Wexner Medical Center and Nationwide Children's Hospital (i.e., those with the "Practice" titles) to participate in discussions surrounding Department decision making, but not to vote in such matters.

Emeritus faculty members in this Department are invited to participate in discussions of non-personnel 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 Department's [Appointments, Promotion and Tenure Document](#).

V. Organization of Department Services and Staff

Supporting the Chair of the Department are four Vice Chairs, each responsible for a specific portion of the departmental mission. The Vice Chairs are as follows:

- Vice Chair for Education
- Vice Chair for Research
- Vice Chair for Academic Affairs
- Vice Chair for Clinical Affairs

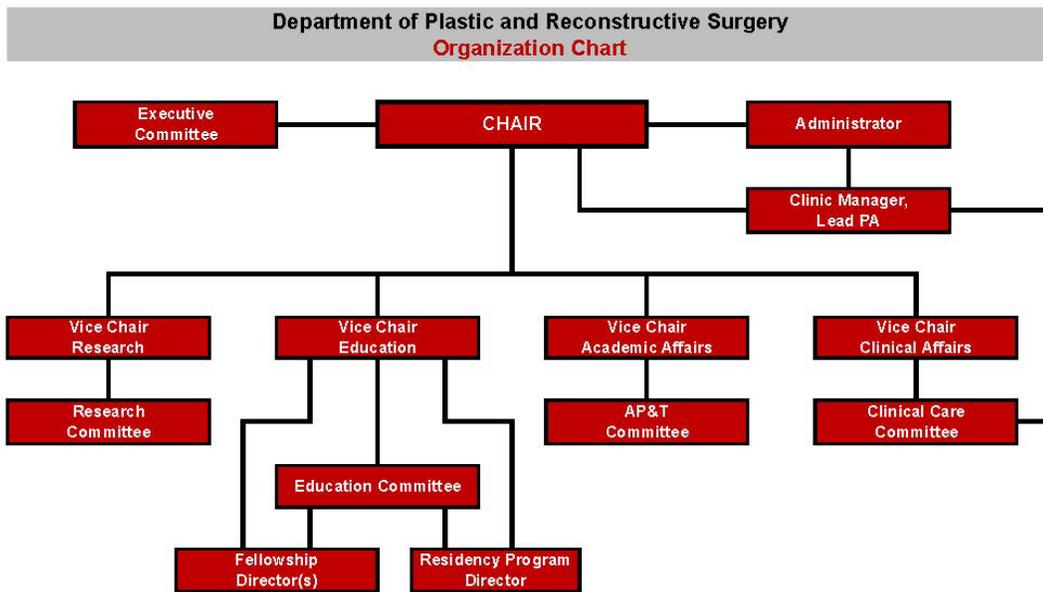
In addition, the Department of Plastic and Reconstructive Surgery is organized into Divisions, which represent the various sub-specialties within the discipline. Each Division constitutes an academic sub-unit, responsible for clinical care, teaching, research, and financial performance related to the specific discipline. Each Division will have a Director. The director and the individual members of each Division are responsible for the care of patients falling within that specialty and for contributing to the overall mission of the Department.

Divisions in the Department of Plastic and Reconstructive Surgery are as follows:

- Aesthetic Surgery
- Oncologic and Reconstructive Surgery
- Pediatric Plastic Surgery
- Hand and Upper Extremity Surgery
- General Plastic Surgery

Divisions may be added, deleted or rearranged from time to time in accordance with the clinical and academic priorities of the Department.

Reporting relationships as well as the general areas of responsibility for the Vice Chairs, the Division Directors and other senior officials in the Department are outlined in the structural diagram below:



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, or by the chair. The nature and importance of any individual matter determine how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

Routine administrative matters may be addressed by the Chair acting alone. Matters of greater importance will be addressed by the Chair with input from the Vice Chairs, the Executive Committee, or the general faculty. Matters of the greatest importance will require formal 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, or the Department using the principles outlined in this paragraph relating to the importance of the matter.

VII Department Administration

A Department Chair

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

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

- To have general administrative responsibility for Departmental programs, subject to the approval of the dean of the college, and to conduct the business of the Department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both university and departmental established criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by their Department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend, after consultation with the tenured faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and this Department's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the Department's curriculum.
- 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, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.

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

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

B. Other Administrators

Vice-Chair:

The Vice-Chair(s) shall be appointed by the Chair from among the members of the Department and shall serve a renewable term of office of three years. The Vice Chairs shall have responsibility for the major categories of activities of the Department, which include clinical operations, education, and research. The term of office of each Vice-Chair will automatically

expire upon the termination of service of the Chair. One Vice Chair will be designated as the Executive Vice Chair, who will have specific duties as delegated by the Chair. In the absence of the Chair, the administrative responsibilities of the Department shall be directed by the Executive Vice Chair. In the absence of the Executive Vice Chair, the Chair shall designate an appropriate senior faculty member to have primary authority

Periodic review of the Vice-Chairs shall be conducted in accordance with the Departmental Review Process outlined in this document. If the Chair or the Executive Committee, by majority vote, determine that there are possible grounds for termination of appointment of a Vice Chair prior to completion of term of office, a review may be conducted and appropriate action, including dismissal, may be taken in accordance with the Departmental Review Process.

A more detailed description of the roles and responsibilities of the appointed Department leaders is found in the document “Leadership Authorities and Accountabilities” for the Department of Plastic and Reconstructive Surgery. This latter document will be revised periodically to reflect changes and growth in the Department, including the creation of additional leadership positions and modification of the roles of existing positions.

Division Directors:

Each Division of the Department shall have a Division Director, appointed by the Chair. The Division Director shall serve a four-year term of office unless specifically appointed for a shorter term. The Division Director is responsible for the clinical, academic, and financial performance of the division. The Division Director will undergo review by the Department Chair according to the Departmental review process.

Committee Chairs:

Each committee chair shall be appointed by the Department Chair from among the members of the Department for a term of at least two years that may be renewed by the Chair. The chair of each committee is responsible for the regular functions of the committee, including organization and conduct of meetings at intervals specified by the committee charge, and presentation of periodic reports at Department meetings. Reporting guidelines and other standards for committee activity are outlined as below, and in Section IX.

Department Administrator:

The Department Administrator shall be appointed by the Chair. The Administrator is responsible for directing, leading and overseeing all business, educational, research, clinical and administrative operations of the academic Department and the clinical practice in conjunction with the Chair. The Administrator has full oversight and accountability for the Departmental budget and all HR activities.

C. Committees

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

STANDING COMMITTEES

Executive Committee
Appointment, Promotion and Tenure Committee
Research Committee
Education Committee (includes Undergraduate, Graduate and Continuing Medical Education)
Clinical Care Committee

GUIDELINES

1. Appointments

Appointments of the chairs and members of these committees shall be made by the Chair of the Department, in consultation with the Department Executive Committee
It is recommended that no faculty member serve on more than 2 standing committees concurrently (with the exception of the Executive Committees).
Appointees shall be advised of committee objectives and work plan at the start of each academic year by the Department Chair and/or the Committee Chair.
The Department Chair, in consultation with the Executive Committee, shall review committee appointments at the start of each academic year, and make appropriate changes.

2. Term of Office

The normal term of office for each committee member shall be a minimum of two years beginning on July 1 of the academic year of appointment.
A faculty member shall be eligible for reappointment to the same committee in the interests of continuity, with no limit on the number of terms of appointment.
The normal term of office may be adjusted as necessary to enhance the effectiveness of the committee.

3. Meetings

Each standing committee shall meet upon the call of the committee chair or upon the petition of two members. The frequency of meetings shall be related to the purpose of the committee, but in general not less than biannual
A quorum shall be defined as 50% or more of the committee members

4. Reporting Requirements

A secretary shall be appointed by the chair of each committee and shall be responsible for the preparation of a written report of each meeting (minutes), including meeting attendance. This report, after review and approval by the committee chair, shall be forwarded to the Department Chair and the Executive Committee with any recommendations.
Relevant information and recommendations from the various committee reports shall be presented to the full faculty in a timely fashion at the regular Department meetings. In addition, the Chair may request that the committee submit a summary of its year-long activities for inclusion in the Department Annual Report.
Minutes of the Executive Committee meetings shall be available to any faculty member for review upon request.

5. Department Committee Support

Departmental administrative and secretarial support shall be provided as the committee deems necessary with the approval of the Department Chair. Where possible, the committee chair should utilize internal support personnel.

Departmental financial support shall be provided as necessary to achieve the committee objectives, with the approval of the Department Chair.

On an annual basis, the committee should submit a budget if significant expenditures are anticipated during the next academic year.

RESPONSIBILITIES OF THE STANDING COMMITTEES

Each committee, with the concurrence of the Department Chair, shall establish operating policies and procedures in accordance with the rules of the Department of Plastic and Reconstructive Surgery, the College of Medicine, and the University.

Executive Committee

The Executive Committee is comprised of the Chair and the Vice Chairs. In addition, an *at large* member of the committee will be selected by vote of the Department faculty members. The *at large* member will serve a two year term, repeatable once with a limit of four years of service. The Department Administrator serves as an *ex officio*, non-voting member of the Executive Committee. The Committee serves as the principal advisory body to the Chair, assisting the Chair in directing the activities of the Department; formulates and recommends Departmental policies; and communicates important College and University actions to the faculty members. The Department Chair serves as chair of the Executive Committee and the Administrator serves as secretary. In the event that prompt action is required of the Department in circumstances in which a full faculty meeting cannot be easily arranged, the Executive Committee may act on behalf of the Department.

Appointment, Promotion and Tenure Committee

The Appointment, Promotion and Tenure Committee is composed of at least 3 Professors and Associate Professors representing tenure track, clinical, and/or research faculty members, appointed by the Chair with the concurrence of the Executive Committee. The Vice Chair for Academic Affairs or another senior Department member, as designated by the Chair, serves as chair of this committee. For tenure track faculty being reviewed a tenured faculty member will chair the committee. The Committee evaluates the credentials of all candidates for appointment, reappointment, promotion and tenure, and reports to the eligible faculty and Chair in accordance with Department, College of Medicine, and University guidelines. The Committee also advises the Chair with regard to promotion and tenure issues, and recommends appropriate revisions to Departmental documents in order to maintain conformity with University policies. Clinical faculty members are not permitted to participate in reviews of tenure track or research faculty members. Research faculty members are not permitted to participate in reviews of tenure track or clinical faculty members.

Education Committee

The Education Committee is composed of at least 6 faculty members representing the different disciplines of Plastic and Reconstructive Surgery involved in the educational efforts of the Department including undergraduate, graduate and continuing medical education. With future growth of the Department, distinct subcommittees may be established for these three educational areas. The Committee includes representatives of the various institutions where students, residents and fellows rotate. Committee members are appointed by the Chair with concurrence of the Executive Committee. The residency and fellowship Program Directors serve on this Committee. The Committee is chaired by the Vice Chair for Education or the Chair's designee. The Committee reviews, formulates, and recommends the curricular policies for undergraduate medical education programs within the Department; and evaluates student performance in consideration for credit and promotion. The Committee also reviews, formulates, and

recommends the curricular policies and educational programs of the core Plastic Surgery program and sub-specialty fellowships; develops clinical rotation schedules and departmental trainee policies and benefits; evaluates resident and fellow performance in consideration for promotion; and oversees resident and fellow interviews, recruitment, and selection. The Committee also assesses the needs of the practicing physician and surgeon; evaluates the impact of CME programs on practice; and plans and conducts CME programs based on the aforementioned. The Committee may also develop and conduct educational programs for the general public.

In order to fulfill the requirements of the Accreditation Council for Graduate Medical Education (ACGME), a Performance Evaluation Committee (PEC) and a Clinical Competence Committee (CCC) shall be established as subcommittees of the Education Committee serving the core Plastic Surgery residency.

Research Committee

The Research Committee is composed of at least 5 faculty members representing the different research efforts, including educational, laboratory and clinical research, in the Department. Committee members are appointed by the Chair with concurrence of the Executive Committee. The Committee is responsible for oversight of all research activities of the Department. The Committee also reviews and awards Departmental Research Grants (if available) and allocates additional Department research funds to develop new initiatives; promotes research by new faculty in collaboration with experienced faculty members (“mentorship”); oversees the curriculum and evaluation of graduate education (e.g., Master of Medical Science Program) within the Department of Plastic and Reconstructive Surgery; and oversees and fosters technology commercialization and intellectual property development in accordance with institutional expectations. The Research Committee works in concert with the Education Committee to oversee resident and fellow research efforts.

Clinical Care Committee

The Clinical Care Committee is composed of at least 5 tenure track and clinical faculty members representing the various disciplines in the Department and institutions served by full time faculty. Committee members are appointed by the Chair, with the concurrence of the Executive Committee. All Division Directors will automatically be members of this Committee. The Vice Chair for Clinical Affairs serves as the chair of this committee. The Committee reviews and measures clinical practice within the Department, both in the in-patient and outpatient settings; oversees functioning of the Plastic Surgery outpatient offices; assesses outcomes as a measure of quality of care; develops and promotes practices which enhance both patient and referring physician satisfaction; develops new protocols to improve individual and system practice outcomes and reduce cost; and monitors access to outpatient clinical services and adherence to standards for inpatient and outpatient consultations. At the discretion of the Chair, additional Department personnel may be appointed to serve as *ex officio members* of the Clinical Care Committee. These appointments may include the Clinic Manager, the Lead Physician’s Assistant, and other appropriate personnel.

VIII Faculty Meetings

The Chair will provide to the faculty a schedule of faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days

before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the faculty will also be scheduled on written request of 25% of the faculty. The Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The Chair will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

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

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

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

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

IX. Distribution of Faculty Duties and Responsibilities

The policy of the Department of Plastic and Reconstructive Surgery regarding faculty duties and responsibilities is outlined in the following paragraphs. A summary of the quantitative standards for duties and responsibilities in the Department of Plastic and Reconstructive Surgery precedes a detailed description of required and optional activities for each faculty category.

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 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 [Policy on Faculty Conflict of Commitment](#).

Summary of Quantitative Standards for Duties and Responsibilities

- Members of the tenure track faculty and clinical faculty with an M.D. or equivalent degree who participate in clinical patient care will give at least three lectures or small group sessions per year or will serve as a preceptor for core clerkship students or elective/selective students rotating at the OSU Wexner Medical Center or Nationwide Children’s Hospital at least six months each year. Consideration of time spent in administration of oral exams and in student advising will be given. Members of the tenure-track faculty should have three peer-reviewed publications annually. Members of the clinical faculty should have two publications (journal article, abstract or book chapter) annually.
- Members of the Department holding a Ph.D. degree who are actively involved in basic research will mentor at least one student each year. Students may include medical students, residents and fellows, including subspecialty fellows, or students pursuing an M.S. or Ph.D. degree. Ph.D. members of the tenure track faculty should have at least four peer-reviewed scholarly submissions, either journal articles or grant proposals, annually
- Members of the tenure track faculty and clinical faculty who hold an M.D. or equivalent degree and participate in clinical patient care will be responsible for direct supervision of resident in-patient and out-patient activities at least 25% of the year.
- All faculty members are expected to participate in Department, College of Medicine, OSU Wexner Medical Center, Nationwide Children’s Hospital and/or University governance through committee membership and/or elected office.
- Departures from the expected level of activity in any area may be balanced by increased or decreased activity in other areas. The Division Director and/or Department Chair are responsible for monitoring and approving variations in activity level.
- Fluctuations in instructional demands and the individual circumstances of faculty members may warrant deviation from these policies. In addition, completion of expected levels of activity does not necessarily constitute satisfactory performance.

A. Tenure Track Faculty – M.D. or equivalent

1. Scholarly Activity

a. Required:

- i. Conducts clinical and/or basic laboratory research related to the divisional or Departmental specialty.
- ii. Participates in the development of grant proposals for submission to internal and/or external funding agencies.
- iii. Publishes articles (in peer reviewed journals) of sufficient quality and quantity to achieve recognition in a specific field of interest.
- iv. Presents scholarly works (abstracts, posters, clinical reports, and lectures) at local, regional and/or national forums of sufficient quality and quantity to achieve recognition in a specific field of interest.

b. Recommended

- i. Serves as an editor or associate editor of journal(s).
- ii. Writes chapters for books; authors textbooks, instructional manuals
- iii. Prepares other scholarly works such as computer programs and digital apps

2. Teaching Activity

a. Required:

- i. Conducts formal educational activities for medical students during required clerkships and/or preclinical years

- ii. Participates in formal teaching activities (lectures, small groups, conferences, journal club) for residents/fellows serving within the specific division and the Department.
 - iii. Participates as a student and/or or resident advisor and/or advocate
 - iv. Participates in evaluations of medical students, residents and fellows
 - b. Recommended: (in general, based on assignment by division director or chair)
 - i. Participates in informal teaching activities (including provision of research opportunities) for medical students during pre-clinical and clinical years
 - ii. Participates in curriculum development for educational programs involving medical students and residents.
 - iii. Participates in continuing education activities for practicing physicians such as symposia, visiting professorships, instructional courses.
3. Service
- a. Required:
 - i. Conducts inpatient, outpatient and operative management of patients within the Department. (May be for varying periods of time during the year as assigned by the division director or chair).
 - ii. Serves as a consultant for patients on other services both within the Department and in other Departments (May be for varying periods of time during the year as assigned by the division director or chair).
 - iii. Supervises clinical care provided by medical students, residents and fellows.
 - iv. Serves as a member of at least one hospital, College of Medicine or University Committee.
 - v. Participates in the interview process for new residents and fellows.
 - b. Recommended:
 - i. Serves as a member of Department or division committees

B. Tenure Track Faculty – Ph.D.

- 1. Scholarly Activity
 - a. Required:
 - i. Conducts independent laboratory research related to the divisional or Departmental specialties and personal expertise.
 - ii. Collaborates in research with other members of the Department; and, if approved by the chair, with other members of the University and other academic centers.
 - iii. Publishes articles (in peer reviewed journals) of sufficient quality and quantity to achieve recognition in the field.
 - iv. Presents scholarly works (abstracts, reports, lectures) at local, regional and/or national forums of sufficient quality and quantity to achieve recognition in the field.
 - v. Submits grant proposals to internal and external funding sources. For promotion beyond the initial appointment level and for tenure, must have documented, substantial, self-supporting extramural funding.
 - b. Recommended:
 - i. Serves as an editor or on editorial board of journal(s).
 - ii. Writes chapters for books; authors textbooks, laboratory manuals
- 2. Teaching Activity
 - a. Required:

- i. Participates in the teaching of medical students in the pre-clinical curriculum, OR:
 - ii. Participates in basic science teaching of residents and fellows when assigned by division director or chair.
 - iii. Instructs residents and students on assignment in the specific laboratory.
 - b. Strongly Recommended:
 - Participates in the instruction of graduate students and/or post-doctoral students on assignment in the specific laboratory.
3. Service
- a. Required:
 - i. Serves on at least one College of Medicine, Department or University committee.
 - ii. Participates in the interview process for new residents and fellows.
 - b. Recommended:
 - i. Serves on study sections, grant review committees

C. Clinical Faculty – M.D.

- 1. Scholarly Activity
 - a. Required:
 - i. Submits articles for publications in journals.
 - ii. Submits scholarly works annually for presentation at local, regional or national forums.
 - b. Recommended:
 - i. Conducts clinical trials and/or basic laboratory research related to the divisional or departmental specialty.
 - ii. Participates in the development of grant proposals for submission to internal and/or external funding agencies.
 - iii. Serves as an editor of journal(s).
 - iv. Writes chapters for books; authors textbooks, instructional manuals
 - v. Prepares other scholarly works such as computer programs and digital apps
- 2. Teaching Activity
 - a. Required:
 - i. Conducts formal educational activities (lectures, small group discussions, oral examinations) for medical students during required and elective clerkships.
 - ii. Participates in formal teaching activities (lectures, small groups, conferences, journal club) for residents/fellows serving within the specific division and the Department.
 - iii. Participates as a student and/or resident advisor and/or advocate
 - iv. Participates in evaluations of medical students, residents and fellows
 - b. Recommended: (in general, based on assignment by division director or chair).
 - i. Participates in informal teaching activities (including provision of research opportunities) for medical students during the pre-clinical and clinical years.
 - ii. Participates in curriculum development for educational programs involving medical students and residents.
 - iii. Participates in continuing education activities for practicing physicians such as symposia, visiting professorships, instructional courses
- 3. Service

- a. Required:
 - i. Conducts inpatient, outpatient and operative management of patients within the Department. (On service throughout the academic year).
 - ii. Serves as a consultant for patients on other services both within the Department and in other departments (May be for varying periods of time during the year as assigned by the division director or chair).
 - iii. Supervises clinical care provided by medical students, residents and fellows.
 - iv. Serves as a member of at least one hospital, College of Medicine or University Committee.
 - v. Participates in the interview process for new residents within the specific division.
- b. Recommended:
 - i. Serves as a member of Department or division committees.

D. Clinical Faculty – PhD

1. Scholarly Activity

- a. Required:
 - i. Conducts independent research related to the departmental specialties and personal expertise.
 - ii. Collaborates in research with other members of the Department and/or University, and other academic centers.
 - iii. Publishes articles (in peer reviewed journals) of sufficient quality and quantity to achieve recognition in the field.
 - iv. Presents scholarly works (abstracts, reports, lectures) at local, regional and/or national forums of sufficient quality and quantity to achieve recognition in the field.
 - v. Submits grant proposals to internal and external funding sources. For promotion beyond the initial appointment level, should have documented and significant extramural funding.
- b. Recommended:
 - i. Serves as an editor or on editorial board of journal(s).
 - ii. Writes chapters for books; authors textbooks, instructional manuals
 - iii. Prepares other scholarly works such as treatment plans, course outlines

2. Teaching Activity

- a. Required:
 - i. Participates in the teaching of medical students, OR:
 - ii. Participates in teaching of students, residents and fellows when assigned by division director or chair.
 - iii. Instructs residents and students when involved in related research activities.
- b. Strongly Recommended:
 - Participates in the instruction of graduate students in designated discipline.

3. Service

- a. Required:
 - i. Serves on at least one College of Medicine, Department or University committee.
 - ii. Engages in clinical activities, if appropriate for the faculty member's discipline, as assigned by Department Chair or division director
- b. Recommended:
 - i. Serves on review sections, editorial boards

E. Research Faculty

1. Scholarly Activity

- a. Required:
 - i. Conducts independent laboratory research related to the departmental specialties and personal expertise.
 - ii. Collaborates in research with other members of the Department and/or University, and other academic centers.
 - iii. Publishes articles (in peer reviewed journals) of sufficient quality and quantity to achieve recognition in the field.
 - iv. Presents scholarly works (abstracts, reports, lectures) at local, regional and/or national forums of sufficient quality and quantity to achieve recognition in the field.
 - v. Submits grant proposals to internal and external funding sources. For promotion beyond the initial appointment level and for tenure, must have documented, substantial, self-supporting extramural funding.
- b. Optional/Desirable:
 - i. Serves as an editor or on editorial board of journal(s).
 - ii. Writes chapters for books; authors textbooks, laboratory manuals
 - iii. Prepares other scholarly works such as computer programs, course outlines

2. Teaching Activity

- a. None Required unless determined by Department vote

3. Service

- a. Required:
 - i. Serves on at least one College of Medicine, Department or University committee.
- b. Recommended:
 - i. Serves on review sections, editorial boards

F. Associated Faculty – M.D.

1. Scholarly Activity

- a. Required:
 - i. No required activity; however, for promotion beyond entry level, the standards used for clinical faculty are applied.
- b. Optional:
 - i. Publication; presentation; clinical and laboratory research; other scholarly activities.

2. Instructional Activities

- a. Required:
 - i. Conducts formal teaching activities (lectures, small groups) for medical students when assigned as part of basic clerkship or elective.
 - ii. Participates in formal and informal teaching activities for OSU residents and/or fellows within the division or the Department.
- b. Optional:
 - i. Participates in formal and informal teaching activities (e.g. preceptorships) for medical students during the preclinical years.

3. Service
 - a. Required:
 - i. Supervises clinical care done by medical students, residents and/or fellows when assigned by division director or chair.
 - ii. Serves on division, Department and/or College of Medicine committees when assigned by division director or chair.

E Parental Modification of Duties

The Department of Plastic and Reconstructive Surgery 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 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.

X Course Offerings and Teaching Schedule

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

XI Allocation of Departmental 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 unit goals.

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

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

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

The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document. In addition, a document outlining the Department Guidelines for Allocation of Travel Funds is available to all faculty members.

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 Handbook](#) and Office of Human Resources [Policies and Forms website](#). The information provided below supplements these policies.

A Discretionary Absence

Faculty are expected to complete a travel request or an [Application for Leave form](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right, and the Chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences 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 on the [Application for Leave form](#).

B Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the Chair know promptly so that instructional and other commitments can be managed. 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](#).

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 in the College of Medicine Pattern of Administration supplements this policy.

D Faculty Professional Leave

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

The Department's Executive Committee will review all requests for faculty professional leave and make a recommendation to the Department chair. The chair's/director's recommendation to the dean

department 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.

Department-specific criteria and guidelines for reviewing faculty professional leave requests are identical to those outlined in the College of Medicine Pattern of Administration.

E 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

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](#). 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 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.

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 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 faculty member's 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.

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.

XV 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 (see the Office of Academic Affairs [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.

B Faculty Misconduct

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

C Faculty Promotion and Tenure Appeals

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

D Sexual Misconduct

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

E Student Complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the 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. 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 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](#)

F Code of Student Conduct

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

G Professional Student Honor Code

The web site for the College of Medicine Student Honor code is:

<https://medicine.osu.edu/-/media/files/medicine/student-resources/student-handbook/8-professionalism-19-20.pdf?la=en&hash=B5A730F41E71A5BE1F98373724E2467E058DF939>