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**Pattern of Administration
for
The Ohio State University
Department of
Psychiatry and Behavioral Health**

Approved by the Faculty: 10/12/03; 8/4/04; 10/1/07; 4/15/16

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1 **I Introduction**

2
3 This document provides a brief description of the Department of Psychiatry and Behavioral Health as
4 well as a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](#),
5 and other policies and procedures of the university to which the TIU and its faculty are subject. The latter
6 rules, policies and procedures, and changes in them, take precedence over statements in this document.
7

8 This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or
9 reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at
10 any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college
11 office and the Office of Academic Affairs.
12

13 **II TIU Mission**

14
15 The Department of Psychiatry and Behavioral Health is dedicated to the following activities: education of
16 skilled professionals in clinical psychiatry, psychology, neuroscience, and related disciplines; discovery,
17 evaluation and dissemination of new treatments, knowledge and technology; and the provision of
18 innovative solutions for improving health, with an emphasis on personalized health care.
19

20 **III Academic Rights and Responsibilities**

21
22 In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for
23 addressing concerns.
24

25 **IV Faculty**

26
27 Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University
28 and the rights and restrictions associated with each type of appointment. For purposes of governance, the
29 faculty of this department includes tenure-track, clinical, and research faculty with compensated FTEs of
30 at least 50% in the department, and associated faculty.
31

32 The Department of Psychiatry and Behavioral Health makes clinical appointments. Clinical faculty titles
33 are assistant professor of clinical Psychiatry and Behavioral Health, associate professor of clinical
34 Psychiatry and Behavioral Health, and professor of clinical Psychiatry and Behavioral Health. The
35 appointment cap on clinical faculty in relation to the total of tenure-track, clinical, and research faculty is
36 established in the [college pattern of administration](#). This department has a long tradition of extending
37 governance rights to clinical faculty. Clinical faculty may vote in all matters of departmental governance
38 except tenure-track appointment, promotion and tenure decisions and research appointment and
39 promotion decisions.
40

41 The Department of Psychiatry and Behavioral Health makes research appointments. Research faculty
42 titles are research assistant professor of Psychiatry and Behavioral Health, research associate professor of
43 Psychiatry and Behavioral Health, and research professor of Psychiatry and Behavioral Health. Research
44 faculty can comprise no more than 20% of the tenure-track faculty. On 4/21/20 the department faculty
45 voted to extend governance rights to research faculty. Research faculty may vote in all matters of
46 departmental governance except tenure-track appointment, promotion and tenure decisions and clinical
47 appointment and promotion decisions.
48

49 Emerita/us faculty in this department are invited to participate in discussions on non-personnel matters,
50 but may not participate in personnel matters, including promotion and tenure reviews, and may not vote
51 on any matter.

1
2 Detailed information about the appointment criteria and procedures for the various types of faculty
3 appointments made in this department is provided in the [Appointments, Promotion and Tenure](#)
4 [Document](#).

5 6 **V Organization of TIU Services and Staff**

7
8 The Department is organized into divisions that include the Division of Health and Integration, Division
9 of Cognition and Emotion, Division of Recovery and Resilience, and Division of Child and Family.
10 Division directors are appointed by the Chairperson of the Department for a four-year term. The
11 Chairperson reviews the division directors for reappointment during the fourth year of their term. The
12 Chairperson may replace a division director at any time during the term.

13
14 The Divisional structure is intended to cross traditional disciplinary lines, and the activities of faculty
15 members are matrixed across clinical service, teaching, and research missions. It is understood that
16 faculty members will participate collaboratively and collegially in inter-professional, team-based clinical
17 care and science.

18
19 The Department maintains an Office of Psychiatric Education, which coordinates and administers all
20 educational activities pertaining to teaching of medical students, residents, and other student learners in
21 the department. This office is led by the Vice Chair for Education, and includes the directors of all
22 educational programs in the department, including the Adult Psychiatry Residency, Medical Student
23 Clerkship, Addiction Medicine Fellowship, Child and Adolescent Psychiatry Fellowship, Consult-Liaison
24 Fellowship, Forensic Fellowship, Psychology Internship, Psychology Pre-doctoral Training, Psychology
25 Post-doctoral Training, Social Work Externship, Advanced Practice Nursing, and any other training
26 programs that have learners in the department. The Vice Chair for Education chairs the Inter-Professional
27 Training Committee that coordinates, where advisable, curriculum across training programs. This office is
28 primarily involved in daily administration of these educational programs.

29 30 **VI Overview of TIU Administration and Decision-Making**

31
32 Policy and program decisions are made in a number of ways: by the departmental faculty as a whole, by
33 standing or special committees of the department, or by the department chair. The nature and importance
34 of any individual matter determines how it is addressed. Departmental governance proceeds on the
35 general principle that the more important the matter to be decided, the more inclusive participation in
36 decision making needs to be. Open discussions, both formal and informal, constitute the primary means
37 of reaching decisions of central importance.

38 39 **VII TIU Administration**

40 41 **A Department Chair**

42
43 The primary responsibilities of the department chair are set forth in Faculty Rule [3335-3-35](#). This rule
44 requires the department chair to develop, in consultation with the faculty, a Pattern of Administration
45 with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the
46 department chair to prepare, in consultation with the faculty, a document setting forth policies and
47 procedures pertinent to appointments, reappointments, promotion and tenure.

48
49 Other responsibilities of the department chair, not specifically noted elsewhere in this Pattern of
50 Administration, are paraphrased and summarized below.
51

- 1 1. To have general administrative responsibility for departmental programs, subject to the approval
2 of the dean of the college, and to conduct the business of the department efficiently. This broad
3 responsibility includes the acquisition and management of funds and the hiring and supervision of
4 faculty and staff.
5
- 6 2. To plan with the members of the faculty and the dean of the college a progressive program; to
7 encourage research and educational investigations.
8
- 9 3. To evaluate and improve instructional and administrative processes on an ongoing basis; to
10 promote improvement of instruction by providing for the evaluation of each course when offered,
11 including written evaluation by students of the course and instructors, and periodic course review
12 by the faculty.
13
- 14 4. To evaluate faculty members annually in accordance with both university and department
15 established criteria; to inform faculty members when they receive their annual performance and
16 merit review of their right to review their primary personnel file maintained by their department
17 and to place in that file a response to any evaluation, comment, or other material contained in the
18 file.
19
- 20 5. To recommend, after consultation with the tenured faculty, appointments, reappointments,
21 promotions, dismissals, and matters affecting the tenure of members of the departmental faculty
22 to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and this
23 department's Appointments, Promotion and Tenure Document.
24
- 25 6. To see that all faculty members, regardless of their assigned location, are offered the privileges
26 and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of
27 morale.
28
- 29 7. To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
30
- 31 8. To see that adequate supervision and training are given to those members of the faculty and staff
32 who may profit by such assistance.
33
- 34 9. To prepare, after consultation with the faculty, annual budget recommendations for the
35 consideration of the dean of the college.
36

37 Day-to-day responsibility for specific matters may be delegated to others, but the department chair
38 retains final responsibility and authority for all matters covered by this Pattern, subject when relevant
39 to the approval of the dean, Office of Academic Affairs, and Board of Trustees.
40

41 Operational efficiency requires that the department chair exercise a degree of autonomy in
42 establishing and managing administrative processes. The articulation and achievement of
43 departmental academic goals, however, are most successful when all faculty members participate in
44 discussing and deciding matters of importance. The department chair will therefore consult with the
45 faculty on all educational and academic policy issues and will respect the principle of majority rule.
46 When a departure from majority rule is judged to be necessary, the department chair will explain to
47 the faculty the reasons for the departure, ideally before action is taken.
48

49 **B Other Administrators** 50

- 1 1. **Department Vice Chair of Academic Affairs:** At the discretion of the Department Chair, a Vice
2 Chair of Academic Affairs may be appointed for a four-year term, renewed annually following
3 yearly evaluation by the Department Chair. The Academic Affairs Vice Chair's primary
4 responsibilities will be administrative, as determined by the Department Chair and the
5 Departmental Pattern of Administration. The Vice Chair assists and advises the Department Chair
6 with regard to administrative and academic issues of the Department, chairs the departmental
7 Promotion and Tenure Committee, and serves as a liaison between the College and the Faculty.
8 The Vice Chair is a senior faculty member with a MD/DO, MD/DO-PhD, or PhD/PsyD degree
9 and a proven record of excellent service, research, administrative experience and leadership
10 skills.
11
- 12 2. **Department Vice Chair of Research:** At the discretion of the Department Chair, a Vice Chair of
13 Research may be appointed for a four-year term, renewed annually following yearly evaluation
14 by the Department Chair. The Research Vice Chair's primary responsibility will be promotion of
15 research within the Department as determined by the Department Chair and Departmental Pattern
16 of Administration. The Vice Chair assists and advises the Department Chair with regard to
17 research in the Department, and serves as a liaison between the Research and Tenure Track
18 Faculty and the Chair. The Vice Chair for Research is a senior faculty member with an MD/DO,
19 MD/DO-PhD, or PhD/PsyD degree, and a proven record of research excellence, service,
20 administrative experience and leadership skills.
21
- 22 3. **Department Vice Chair of Clinical Services:** At the discretion of the Department Chair, a Vice
23 Chair of Clinical Services may be appointed for a four-year term, renewed annually following
24 yearly evaluation by the Department Chair. The Clinical Vice Chair's primary responsibility will
25 be promotion of the clinical mission and affairs of the Department as determined by the
26 Department Chair and Departmental Pattern of Administration. The Vice Chair assists and
27 advises the Department Chair with regard to clinical issues/affairs of the Department, and serves
28 as a liaison between the Clinical Faculty and the Chair. The Clinical Vice Chair is a senior
29 faculty member with a MD/DO or MD/DO-PhD degree, and a proven record of excellent clinical
30 service, administrative experience and leadership skills.
31
- 32 4. **Department Vice Chair of Education:** At the discretion of the Department Chair, a Vice Chair
33 of Education may be appointed for a four-year term, renewed annually following yearly
34 evaluation by the Department Chair. The Education Vice Chair's primary responsibility will be
35 promotion of the educational mission and affairs of the Department as determined by the
36 Department Chair and Departmental Pattern of Administration. The Vice Chair assists and
37 advises the Department Chair with regard to educational issues/affairs of the Department, and
38 serves as a liaison between the Faculty and the Chair. The Education Vice Chair is a senior
39 faculty member with an MD/DO or MD/DO-PhD degree, and a proven record of excellence in
40 education, clinical service, administrative experience, education experience and leadership skills.
41
- 42 5. **Chief of Psychology:** At the discretion of the Department Chair, a Chief Psychologist may be
43 appointed for a four-year term, renewed annually following yearly evaluation by the Department
44 Chair. The Chief Psychologist's primary responsibility will be to provide administrative
45 leadership for the psychology faculty in the department. The Psychology Chief is an advanced
46 rank faculty member with a PhD or PsyD, and a proven record of excellent clinical service,
47 administrative experience and leadership skills.
48
- 49 6. **Other Administrative Leaders:** There are several other administrative leaders, appointed by
50 Harding Hospital and/or Wexner Medical Center, who will work with the Chair, Vice Chairs and
51 Chief Psychologist. These include but are not limited to: Medical Director of Inpatient

1 Psychiatry/Harding, Medical Director of Talbot Hall, Medical Director of Psychiatric Emergency
2 Services, Medical Director of Addiction Medicine, Medical Director of Consult-Liaison
3 Psychiatry, Chief Quality Officer, Director of Ambulatory Services, Director of Neuropsychology
4 Services, Medical Director of Outpatient Services, Director of Interventional Psychiatry, Director
5 of Clinical Psychology Training.
6

7 C Committees 8

9 Much of the development and implementation of the department's policies and programs is carried
10 out by standing and ad hoc committees. The department chair is an ex officio member of all
11 departmental committees and may vote as a member on all committees except the Committee of
12 Eligible Faculty and the Promotion and Tenure Committee. The faculty elects some of these
13 committees, whereas the Department Chair appoints others. The following list provides more details:
14

- 15 **1. Executive Committee:** This committee, chaired by the department chair, is composed of the
16 Vice Chairs, Chief Psychologist, and Division Directors. It meets monthly (or more often at the
17 call of the Department Chair) and advises the Department Chair about major policy and planning
18 issues, usually before these are brought to the whole faculty at monthly plenary meetings. It also
19 advises on faculty recruitment.
20
- 21 **2. Promotion and Tenure Committee:** In the Department of Psychiatry and Behavioral Health the
22 recommending authority for faculty appointment, reappointment, promotion and tenure is placed
23 in the hands of eligible faculty. However, there still needs to be a committee to gather
24 information, supervise the process and present the information to the eligible faculty. Eligibility
25 to the committee is restricted to tenure-track and clinical Associate Professors and Professors.
26 The Committee consists of three subcommittees: the Tenure-track Advisory Subcommittee,
27 which reviews tenure-track and research faculty; the Clinical Advisory Subcommittee, which
28 reviews clinical faculty; and the Associated Advisory Subcommittee, which reviews associated
29 faculty. Composition of the Department subcommittees will be as follows:
30
 - 31 **a. Tenure-track Advisory Subcommittee:** This subcommittee is comprised of at least 3
32 department members who are tenure-track associate professors or professors (if the department
33 has fewer than 3 such faculty, faculty from related departments will be requested to serve in
34 this capacity) and is chaired by the Vice Chair for Academic Affairs. The Department Chair
35 will appoint all members to serve 4-year terms. This committee will assist in preparing the case
36 and other aspects of the review, but the eligible faculty must still vote on tenure decisions. In
37 terms of appointments, the department uses search committees to make appointment reviews;
38 thus, this committee will only work on appointments at the senior rank.
39
 - 40 **b. Clinical Advisory Subcommittee:** This subcommittee is comprised of at least 3 department
41 members who are tenure-track or clinical associate professors or professors (if the department
42 has fewer than 3 such faculty, faculty from related departments will be requested to serve in
43 this capacity) and is chaired by the Vice Chair for Academic Affairs. The Department Chair
44 will appoint all members to serve 4-year terms. This committee will assist in preparing the case
45 and other aspects of the review, but the eligible faculty must still vote on promotion decisions.
46 In terms of appointments, the department uses search committees to make appointment
47 reviews; thus, this committee will only work on appointments at the senior rank.
48
 - 49 **c. Associated Subcommittee:** This subcommittee is comprised of at least 3 department members
50 who are tenure-track, clinical, or associated associate professors or professors (if the

1 department has fewer than 3 such faculty, faculty from related departments will be requested to
2 serve in this capacity) and is chaired by the Vice Chair for Academic Affairs. The Department
3 Chair will appoint all members to serve 4-year terms. This committee will assist in preparing
4 the case and other aspects of the review, but the eligible faculty must still vote on promotion
5 decisions. This committee also assists with appointments to the education, community, and
6 child/adolescent sections of the associated faculty ranks.
7

- 8 **3. Quality Improvement Committee:** This committee is appointed by the Department Chair and its
9 faculty will join the Quality Assurance Committee established by hospital administration. It
10 makes recommendations to the faculty for improvement of patient care after appropriate survey
11 and monitoring. The Department Chair will appoint a chair (the Associate Chief Quality Officer
12 of Behavioral Health) and four faculty members (a combination of psychiatrists and
13 psychologists) to serve 4-year staggered, renewable terms.
14
- 15 **4. Inter-Professional Training Committee:** This group is comprised of leads for all the
16 educational programs housed in the department. It is chaired by the Vice Chair of Education; its
17 purpose is to coordinate training among disciplines and to foster collaborative service and
18 education.
19
- 20 **5. Residency Education Committee:** In accordance with the Accreditation Council for Graduate
21 Medical Education (ACGME), the Clinical Competency and Program Evaluation Committees,
22 consisting of faculty members and representatives of the residency classes, convene to make
23 decisions pertaining to the educational goals, resident progress, and needs of the program. The
24 Residency Director oversees the actions of these committees.
25
- 26 **6. Education Committees:** With the guidance of the Chair, the Vice Chair of Education oversees
27 additional committees, as needed, to address the regulatory, administrative, and implementation
28 issues of the Department's educational programs. Within this scope, committee meetings occur as
29 indicated and at designated intervals between educational leaders, faculty, learners,
30 administrators, and other stakeholders to fulfill the mission of providing outstanding education to
31 medical students, interns, residents, fellows, and inter-professionals and to satisfy Departmental
32 objectives for ongoing faculty development and continuing education.
33
- 34 **7. Faculty Development Committee:** This group, chaired by the Vice Chair of Education, is
35 comprised of two Professors, two Associate Professors, and two Assistant Professors to include a
36 mixture of Tenure Track and Clinical (MDs/DOs and PhDs/PsyDs) faculty along with the Vice
37 Chairs of Academic Affairs, Research, and Clinical Affairs as committee members (up to 10
38 members), with 4-year staggered, renewable terms. Its purpose is to coordinate initiatives and
39 programing (e.g., mentorship) to foster academic development of the faculty.
40
- 41 **8. Research Development Committee:** This group, chaired by the Vice Chair of Research, is
42 comprised of two Professors, two Associate Professors, and two Assistant Professors to include a
43 mixture of Tenure Track and Clinical (MDs/DOs and PhDs/PsyDs) faculty along with the Vice
44 Chairs of Academic Affairs, Research, and Clinical Affairs as committee members (up to 10
45 members), with 4-year staggered, renewable terms. This group is comprised of mid-level and
46 senior faculty from all disciplines. Its purpose is to coordinate initiatives and programing (e.g.,
47 internal grant reviews, pilot funding review) to foster the research pursuits of the faculty.
48

49 **VIII Faculty Meetings**

50

1 The department chair will provide to the faculty a schedule of departmental faculty meetings at the
2 beginning of each academic term. The schedule will provide for at least one meeting per semester and
3 normally will provide for monthly meetings. A call for agenda items and completed agenda will be
4 delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for
5 agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three
6 business days before the meeting. A meeting of the department faculty will also be scheduled on written
7 request of 25% of the faculty. The department chair will make reasonable efforts to have the meeting take
8 place within one week of receipt of the request. The department chair will distribute minutes of faculty
9 meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be
10 amended at the next faculty meeting by a simple majority vote of the faculty who were present at the
11 meeting covered by the minutes.

12
13 Special policies pertain to voting on personnel matters, and these are set forth in the department’s
14 Appointments, Promotion and Tenure Document.

15
16 For purposes of discussing department business other than personnel matters, and for making decisions
17 where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple
18 majority of all faculty members eligible to vote.

19
20 Either the department chair or one-third of all faculty members eligible to vote may determine that a
21 formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a
22 formal vote, a matter will be considered decided when a particular position is supported by at least a
23 majority of all faculty members eligible to vote. Balloting will be conducted by mail or e-mail when
24 necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty
25 members will be given one week to respond.

26
27 When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be
28 achieved on behalf of any position, the department chair will necessarily make the final decision.

29
30 The department accepts the fundamental importance of full and free discussion but also recognizes that
31 such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally
32 department meetings will be conducted with no more formality than is needed to attain the goals of full
33 and free discussion and the orderly conduct of business. However, Robert’s Rules of Order will be
34 invoked when more formality is needed to serve these goals.

35 36 **IX Distribution of Faculty Duties and Responsibilities**

37
38 The Office of Academic Affairs requires TIUs to have guidelines on the distribution of faculty duties and
39 responsibilities (See the OAA *Policies and Procedures Handbook*, Volume 1, Chapter 2, Section 1.4.3).

40
41 The Department of Psychiatry and Behavioral Health offers training to a broad array of clinicians in
42 training as well as basic and clinical researchers. Faculty are expected to provide clinical and/or didactic
43 instruction in one or more of these training programs. Clinical faculty members will have a
44 proportionately greater commitment to clinical teaching and supervision by virtue of having a relatively
45 greater clinical service obligation. Clinical teaching and supervision includes inpatient and outpatient
46 settings. The Chair is responsible to make teaching, clinical, and research assignments to meet the
47 department’s mission and objectives.

48
49 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and
50 resources of the department and the individual circumstances of faculty members may warrant temporary

1 deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as
2 part of the annual review by the department chair.
3

4 A full-time faculty member's primary professional commitment is to Ohio State University and the
5 guidelines below are based on that commitment. Faculty who have professional commitments outside of
6 Ohio State during on-duty periods (including teaching at another institution; conducting research for an
7 entity outside of Ohio State; external consulting) must disclose and discuss these with the department
8 chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of
9 commitment is presented in the OAA [Policy on Faculty Conflict of Commitment](#).

10 **A Tenure-track Faculty**

11
12 Tenure-track faculty members are expected to contribute to the university's mission via teaching,
13 scholarship, and service. When a faculty member's contributions decrease in one of these three areas,
14 additional activity in one or both of the other areas is expected.
15

16 **Teaching**

17
18 All tenure-track faculty are expected to contribute to the department's teaching, at the undergraduate
19 and/or graduate level. This is anticipated to include some combination of advising undergraduate and
20 graduate (e.g., medical) students and supervising independent studies and thesis and dissertation
21 work.
22

23
24 The standard teaching assignment may vary for individual faculty members based on their research
25 and/or service activity. Faculty members who are especially active in research can be assigned an
26 enhanced research status that includes a reduced teaching assignment. Likewise, faculty members
27 who are relatively inactive in research can be assigned an enhanced teaching status that includes an
28 increased teaching assignment. Faculty members who are engaged in extraordinary service activities
29 (to the department, college, university, and in special circumstances, professional organizations
30 within the discipline) can be assigned an enhanced service assignment that includes a reduced
31 teaching assignment.
32

33 The department chair is responsible for making teaching assignments on an annual basis, and may
34 decline to approve requests for adjustments when approval of such requests is not judged to be in the
35 best interests of the department. All faculty members must do some formal instruction and advising
36 over the course of the academic year.
37

38 **Scholarship**

39
40 All tenure-track faculty members are expected to be engaged in scholarship as defined in the
41 department's [Appointments, Promotion, and Tenure Document](#). Over a four-year rolling period a
42 faculty member who is actively engaged in scholarship will be expected to publish regularly in high
43 quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of
44 similar quality and length as articles. Faculty engaged in basic or applied research are expected to
45 attract extramural funding that provides a portion of salary support for themselves and covers their
46 students/staff. Faculty members are also expected to seek appropriate opportunities to obtain patents
47 and/or other commercial activities, consistent with their specific area of expertise, stemming from
48 their research. Details about expected productivity can be found in the Appointments, Promotion, and
49 Tenure Document.
50

51 **Service**

1
2 Faculty members are expected to be engaged in service and outreach to the department, university,
3 profession, and community. Typically this will include service on committees both within the
4 department and outside the unit, at the college or university level. Service to the profession at the
5 national or international level is highly recommended. This pattern can be adjusted depending on the
6 nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive
7 committee, organizing a professional conference, leadership in an educational outreach activity,
8 service in an administrative position within the department, college, or university). All faculty
9 members are expected to attend and participate in faculty meetings, recruitment activities, and other
10 departmental events.

11
12 Details about service expectations can be found in the [Appointments, Promotion, and Tenure](#)
13 [Document](#).

14 15 16 **B Clinical Faculty**

17
18 The Department of Psychiatry and Behavioral Health uses the title clinical faculty. These
19 appointments exist for faculty members who focus principally on the clinical and education needs for
20 the Department of Psychiatry and Behavioral Health. Clinical faculty members are expected to
21 contribute to the department's research and education missions, as reflected by participation in
22 graduate program development and teaching. Clinical faculty members are expected to contribute to
23 the university's mission via teaching and service, and to a lesser extent scholarship. Service
24 expectations are similar to those for the tenure-track.

25 26 **C Research Faculty**

27
28 Research faculty members are expected to contribute to the university's mission via research.

29
30 In accord with Faculty Rule [3335-7-34](#),

31
32 *a research faculty member may, but is not required to, participate in limited educational*
33 *activities in the area of his or her expertise. However, teaching opportunities for each*
34 *research faculty member must be approved by a majority vote of the TIU's tenure-track*
35 *faculty. Under no circumstances may a member of the research faculty be continuously*
36 *engaged over an extended period of time in the same instructional activities as tenure-track*
37 *faculty.*

38
39 Research faculty expectations for research are similar to those for the tenure-track, albeit
40 proportionally greater since 100% of effort for research faculty members is devoted to research.
41 Specific expectations are spelled out in the letter of offer.

42 43 **Clinical and Research Faculty Appointment Cap and Governance Rights**

44
45 The College of Medicine does not have a clinical faculty appointment cap.

46
47 Clinical faculty may vote in all matters of department governance except tenure-track
48 appointment, promotion and tenure decisions, in accordance with [Faculty Rule 3335-7-11](#). Any
49 clinical faculty member appointed by the college unit may stand for election to serve as a
50 representative in the University Senate subject to representation restrictions noted in [Faculty Rule](#)
51 [3335-7-11\(C\)\(2\)](#).

1
2 Unless otherwise authorized by a majority vote of the tenure-track faculty in a TIU, research
3 faculty must comprise no more than 20% of the number of tenure-track faculty in the TIU. In all
4 cases, however, the number of research faculty positions must constitute a minority with respect
5 to the number of tenure-track faculty in the unit.
6

7 Research faculty may participate in discussions of research faculty matters including promotion
8 and tenure reviews.
9

10 **D Associated Faculty**

11
12 Compensated and uncompensated associated faculty members are expected to contribute to the
13 university's mission via teaching or research depending on the terms of their individual appointments.
14 Associated faculty do not vote on departmental governance issues nor on tenure-track appointment,
15 promotion, and tenure decisions and clinical and research faculty appointment and promotion
16 decisions.
17

18 Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations
19 based on their appointment level.
20

21 Expectations for compensated visiting faculty members will be based on the terms of their
22 appointment and are comparable to that of tenure-track faculty members except that service is not
23 required.
24

25 26 **E Parental Modification of Duties**

27
28 The Department of Psychiatry and Behavioral Health strives to be a family-friendly unit in its efforts
29 to recruit and retain high quality faculty members. To this end, the department is committed to
30 adhering to the College of Medicine's guidelines on parental modification of duties to provide its
31 faculty members flexibility in meeting work responsibilities within the first year of
32 childbirth/adoption. See the [college pattern of administration](#) for details.
33

34 The faculty member requesting the modification of duties for childbirth/adoption and the department
35 chair should be creative and flexible in developing a solution that is fair to both the individual and the
36 unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is
37 approved by the dean.
38

39 **X Course Offerings and Teaching Schedule**

40
41 The department chair will annually develop a schedule of course offerings and teaching schedules in
42 consultation with the faculty, both collectively and individually. While every effort will be made to
43 accommodate the individual preferences of faculty, the department's first obligation is to offer the courses
44 needed by students at times and in formats, including on-line instruction, most likely to meet student
45 needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings
46 across the day and week. To meet student needs, reasonable efforts must be made to assure that course
47 offerings match student demand and that timing conflicts with other courses students are known to take in
48 tandem are avoided. A scheduled course that does not attract the minimum number of students required
49 by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that
50 course will be assigned to another course for that or a subsequent semester. Finally, to the extent possible,
51 courses required in any curriculum or courses with routinely high demand will be taught by at least two

1 faculty members across semesters of offering to assure that instructional expertise is always available for
2 such courses.

3 4 **XI Allocation of Department Resources**

5
6 The department chair is responsible for the fiscal and academic health of the department and for assuring
7 that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement
8 of unit goals.

9
10 The department chair will discuss the department budget at least annually with the faculty and attempt to
11 achieve consensus regarding the use of funds across general categories. However, final decisions on
12 budgetary matters rest with the department chair.

13
14 Research space shall be allocated on the basis of research productivity, including external funding, and
15 will be reallocated periodically as these faculty-specific variables change.

16
17 The allocation of office space will include considerations such as achieving proximity of faculty in
18 subdisciplines and productivity and grouping staff functions to maximize efficiency.

19
20 The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.

21
22 Academic enrichment funds will be made available to all tenure, clinical, and research faculty to support
23 professional activities.

24 25 **XII Leaves and Absences**

26
27 In general, there are four types of leaves and absences taken by faculty (in addition to parental leave,
28 which is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to
29 leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#)
30 and Office of Human Resources [Policies and Forms website](#). The information provided below
31 supplements these policies. In every case, coverage for clinical, teaching, and research obligations must
32 be arranged by the faculty applicant prior to taking leave.

33 34 **A. Discretionary Absence**

35
36 Faculty are expected to complete a travel request or an [Application for Leave form](#) well in advance of
37 a planned absence (for attendance at a professional meeting or to engage in consulting) to provide
38 time for its consideration and approval and time to assure that clinical, instructional and other
39 commitments are covered. Discretionary absence from duty is not a right, and the department chair
40 retains the authority to disapprove a proposed absence when it will interfere with clinical,
41 instructional or other comparable commitments. Such an occurrence is most likely when the number
42 of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the
43 Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business
44 days (see Faculty Rule [3335-5-08](#)) and must be requested on the [Application for Leave form](#).

45 46 **B. Absence for Medical Reasons**

47
48 When absences for medical reasons are anticipated, faculty members are expected to complete an
49 Application for Leave form as early as possible. When such absences are unexpected, the faculty
50 member, or someone speaking for the faculty member, should let the department chair know
51 promptly so that instructional and other commitments can be managed. Faculty members are always

1 expected to use sick leave for any absence covered by sick leave (personal illness, illness of family
2 members, medical appointments). Sick leave is a benefit to be used as needed—not banked. For
3 additional details see OHR [Policy 6.27](#), which also describes Family Medical Leave (FML).
4

5 **C. Unpaid Leaves of Absence**

6
7 The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of
8 absence are set forth in OHR [Policy 6.45](#).
9

10 **D. Faculty Professional Leave**

11
12 Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional](#)
13 [Leave](#). The information provided below supplements these policies.
14

15 The department's **Executive Committee** will review all requests for faculty professional leave and
16 make a recommendation to the department chair based on the following criteria: Convincing evidence
17 that the proposed leave activities will accomplish one or more of the following:

- 18 i. enhance the faculty member's research success;
- 19 ii. enhance the department's stature.
20

21 The chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the
22 proposal and its potential benefit to the department and to the faculty member as well as the ability of
23 the department to accommodate the leave at the time requested.
24
25

26 **XIII Supplemental Compensation and Paid External Consulting**

27
28 Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty](#)
29 [Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty](#)
30 [Paid External Consulting](#). The information provided below supplements these policies.
31

32 This department adheres to these policies in every respect. In particular, this department expects faculty
33 members to carry out the duties associated with their primary appointment with the university at a high
34 level of competence before seeking other income-enhancing opportunities. All activities providing
35 supplemental compensation must be approved by the department chair regardless of the source of
36 compensation. External consulting must also be approved. Approval will be contingent on the extent to
37 which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra
38 income activity appears likely to interfere with regular duties, and the academic value of the proposed
39 consulting activity to the department. In addition, it is university policy that faculty may not spend more
40 than one business day per week on supplementally compensated activities and external consulting
41 combined.
42

43 Faculty who fail to adhere to the university's policies on these matters, including seeking approval for
44 external consulting, will be subject to disciplinary action.
45

46 Faculty with an administrative position (for example, chair, associate/assistant dean, center director)
47 remain subject to the Policy on Faculty Paid External Consulting and with appropriate approval, are
48 permitted to engage in paid external work activities. However, faculty members with administrative
49 positions are not permitted to accept compensation/honoraria for services that relate to or are the result of
50 their administrative duties and responsibilities.
51

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

7 8 **XIV Financial Conflicts of Interest**

9
10 Information on faculty financial conflicts of interest is presented in the university's [Policy on Faculty](#)
11 [Financial Conflict of Interest](#). A conflict of interest exists if financial interests or other opportunities for
12 tangible personal benefit may exert a substantial and improper influence upon a faculty member or
13 administrator's professional judgment in exercising any university duty or responsibility, including
14 designing, conducting or reporting research.

15
16 Faculty members with external funding or otherwise required by university policy are required to file
17 conflict of interest screening forms annually and more often if prospective new activities pose the
18 possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with
19 university officials in the avoidance or management of potential conflicts will be subject to disciplinary
20 action.

21
22 In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise
23 in relation to consulting or other work done for external entities. Further information about conflicts of
24 commitment is included in section IX above.

25 26 **XV Grievance Procedures**

27
28 Members of the department with grievances should discuss them with the department chair who will
29 review the matter as appropriate and either seek resolution or explain why resolution is not possible.
30 Content below describes procedures for the review of specific types of complaints and grievances

31 32 **A Salary Grievances**

33
34 A faculty or staff member who believes that his or her salary is inappropriately low should discuss the
35 matter with the department chair. The faculty or staff member should provide documentation to
36 support the complaint.

37
38 Faculty members who are not satisfied with the outcome of the discussion with the department chair
39 and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of
40 Academic Affairs [Policies and Procedures Handbook](#)).

41
42 Staff members who are not satisfied with the outcome of the discussion with the department chair and
43 wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human
44 Resources.

45 46 **B Faculty Misconduct**

47
48 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in
49 Faculty Rule [3335-5-04](#).

50 51 **C Faculty Promotion and Tenure Appeals**

1
2 Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).

3
4 **D Sexual Misconduct**

5
6 The university's policy and procedures related to sexual misconduct are set forth in OHR [Policy 1.15](#).

7
8 **E Student Complaints**

9
10 Normally student complaints about courses, grades, and related matters are brought to the attention of
11 individual faculty members. In receiving such complaints, faculty should treat students with respect
12 regardless of the apparent merit of the complaint and provide a considered response. When students
13 bring complaints about courses and instructors to the department chair, the department chair will first
14 ascertain whether or not the students require confidentiality. If confidentiality is not required, the
15 department chair will investigate the matter as fully and fairly as possible and provide a response to
16 both the students and any affected faculty. If confidentiality is required, the department chair will
17 explain that it is not possible to fully investigate a complaint in such circumstances and will advise
18 the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See
19 Faculty Rule [3335-8-23](#).

20
21 Faculty complaints regarding students must always be handled strictly in accordance with university
22 rules and policies. Faculty should seek the advice and assistance of the department chair and others
23 with appropriate knowledge of policies and procedures when problematic situations arise. In
24 particular, evidence of academic misconduct must be brought to the attention of the [Committee on](#)
25 [Academic Misconduct](#) (see also Faculty Rule [3335-23-05](#)).

26
27 **F Code of Student Conduct**

28
29 In accordance with the [Code of Student Conduct](#), faculty members will report any instances of
30 academic misconduct to the Committee on Academic Misconduct.

31
32 **G Professional Student Honor Code**

33
34 [https://medicine.osu.edu/-/media/files/medicine/student-resources/student-handbook/8-](https://medicine.osu.edu/-/media/files/medicine/student-resources/student-handbook/8-professionalism18-19v1.pdf?la=en&hash=B514EE856DEF958446954A778871AD5D3C030C90)
35 [professionalism18-19v1.pdf?la=en&hash=B514EE856DEF958446954A778871AD5D3C030C90](https://medicine.osu.edu/-/media/files/medicine/student-resources/student-handbook/8-professionalism18-19v1.pdf?la=en&hash=B514EE856DEF958446954A778871AD5D3C030C90)
36

1
2 **Alphabetical List of Hyperlinks Appearing in Ohio State University**
3 **Patterns of Administration**
4

5 **Academic Rights and Responsibilities Reaffirmation:**

6 <https://oaa.osu.edu/rightsandresponsibilities.html>

7 **Affirmative Action, Equal Employment Opportunity and Non-Discrimination/Harassment:**

8 <http://hr.osu.edu/policy/policy110.pdf>

9 **American Association of University Professors' Statement on Professional Ethics**

10 <http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>

11 **Application for Leave form:** <https://eleave.osu.edu>

12 **Code of Student Conduct:** <https://trustees.osu.edu/rules/code-of-student-conduct/>

13 **Committee on Academic Misconduct:** <https://oaa.osu.edu/coam.html> and

14 <https://senate.osu.edu/committees/academic-misconduct>

15 **Faculty Rule 3335-3 (administration):** [https://trustees.osu.edu/rules/University-rules/chapter-3335-3-](https://trustees.osu.edu/rules/University-rules/chapter-3335-3-administration.html)

16 [administration.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-3-administration.html)

17 **Faculty Rule 3335-5 (governance):** [https://trustees.osu.edu/rules/University-rules/chapter-3335-5-](https://trustees.osu.edu/rules/University-rules/chapter-3335-5-faculty-governance-and-committees.html)

18 [faculty-governance-and-committees.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-5-faculty-governance-and-committees.html)

19 **Faculty Rule 3335-8 (instruction):** [https://trustees.osu.edu/rules/University-rules/chapter-3335-8-](https://trustees.osu.edu/rules/University-rules/chapter-3335-8-instruction.html)

20 [instruction.html](https://trustees.osu.edu/rules/University-rules/chapter-3335-8-instruction.html)

21 **Faculty Rule 3335-23-05 (initiation and investigation of code violations):**

22 <https://trustees.osu.edu/rules/code-of-student-conduct/3335-23-05.html>

23 **Kirwan Institute for the Study of Race and Ethnicity:** <http://kirwaninstitute.osu.edu/>

24 **Office of Academic Affairs Governance Documents Webpage:** [https://oaa.osu.edu/appointments-](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure)

25 [reappointments-promotion-and-tenure](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure)

26 **Office of Academic Affairs *Policies and Procedures Handbook*:** [https://oaa.osu.edu/policies-and-](https://oaa.osu.edu/policies-and-procedures-handbook)

27 [procedures-handbook](https://oaa.osu.edu/policies-and-procedures-handbook)

28 **Office of Distance Education and eLearning:** <https://odee.osu.edu>

29 **Office of Diversity and Inclusion:** <https://odi.osu.edu/>

30 **Office of Human Resources Employee and Labor Relations:** <https://hr.osu.edu/services/elr/>

31 **Office of Human Resources Employment Services:** www.hr.osu.edu/

32 **Office of Human Resources Policies and Forms:** <https://hr.osu.edu/policies-forms>

33 **Policy 1.15 (sexual misconduct):** <https://hr.osu.edu/public/documents/policy/policy115.pdf>

- 1 **Policy 6.27 (paid leave):** <https://hr.osu.edu/public/documents/policy/policy627.pdf>
- 2 **Policy 6.45 (unpaid leave):** <https://hr.osu.edu/public/documents/policy/policy645.pdf>
- 3 **Policy on Equal Opportunity:** <https://hr.osu.edu/public/documents/policy/policy110.pdf>
- 4 **Policy on Faculty Compensation:** <https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>
- 5 **Policy on Faculty Conflict of Commitment:**
- 6 <https://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>
- 7 **Policy on Faculty Financial Conflict of Interest:**
- 8 <https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Financial-Conflict-of-Interest.pdf>
- 9 **Policy on Faculty Paid External Consulting:**
- 10 <https://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>
- 11 **Policy on Faculty Professional Leave:**
- 12 <https://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>
- 13 **Policy on Special Assignment:** <https://oaa.osu.edu/assets/files/documents/specialassignment.pdf>
- 14 **Rules of the University Faculty:** <https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules>
- 15 **University Institute for Teaching and Learning:** <https://uitl.osu.edu>