

Pattern of Administration
Department of Biological Chemistry and Pharmacology
The Ohio State University College of Medicine

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Table of Contents
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I.	Introduction	4
II.	Departmental Mission.....	4
III.	Academic Rights and Responsibilities.....	4
IV.	Faculty and Voting Rights	5
	A. Research Faculty Appointment Cap.....	5
V.	Departmental Organization	6
VI.	Overview of Department Decision-Making	6
VII.	Department Administration.....	6
	A. Chair	6
	B. Committees	9
	a. Appointment, Promotion and Tenure Committees	9
	b. Faculty Development Committee.....	10
	c. Biomedical Sciences Graduate Program Studies Committee	10
	d. Ohio State Biochemistry Graduate Program Graduate Studies Committee	10
	e. Education Committee	10
	f. Awards Committee	10
	g. Faculty Search Committee.....	11
	h. Resources Committee.....	11
	i. Diversity, Equity, and Inclusion Committee	11
	j. Executive Committee	11
VIII.	Faculty Meetings	11
IX.	Distribution of Faculty Duties, Responsibilities, and Workload.....	13
	A. Tenure-track Faculty	15
	B. Research Faculty	16
	C. Associated Faculty.....	17
	D. Modification of Duties	17
X.	Course Offerings, Teaching Schedules, and Grade Assignments	17
XI.	Allocation of Department Resources	18
	A. Research Space Guidelines	16
	B. Criteria for Assigning/Reassigning Research Space.....	18
XII.	Leaves and Absences	20
	A. Discretionary Absence.....	21
	B. Absence for Medical Reasons.....	21
	C. Unpaid Leaves of Absence.....	21
	D. Faculty Professional Leave	21
	E. Parental Leave	22
XIII.	Additional Compensation and Outside Activities.....	22
XIV.	Financial Conflicts of Interest.....	23
XV.	Grievance Procedures.....	24
	A. Salary Grievances.....	24
	B. Faculty and Staff Misconduct	24

C. Faculty Promotion and Tenure Appeals.....	24
D. Harassment, Discrimination, and Sexual Misconduct	24
E. Violations of Laws, Rules, Regulations, or Policies	25
F. Student Complaints.....	25
G. Academic Misconduct	25

I. Introduction

This document provides a brief description of the Department of Biological Chemistry and Pharmacology as well as a description of its policies and procedures. It supplements the [Rules of the University Faculty](#) and other policies and procedures of the university to which the department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time subject to approval by the college office and the Office of Academic Affairs.

II. Department Mission

The Department of Biological Chemistry and Pharmacology is dedicated to the discovery and dissemination of new knowledge and to providing a state-of-the-art education to undergraduates, professional students, graduate students and postdoctoral fellows in biochemistry, pharmacology and related disciplines. Excellence in research, teaching, and service is considered fundamental to achieving the department's mission. The department will provide an environment for the faculty and trainees to develop their full intellectual, research and educational potential.

Department faculty are involved in diverse areas of research that are united by the goal of identifying the molecular mechanisms underlying human health and disease. The department's teaching component includes the biochemistry, pharmacology, molecular biology and nutrition portions of the medical and health sciences programs as well as graduate training of Ph.D. students (both formal coursework and research training). Department faculty participate in, and contribute to, a number of graduate programs including the Biomedical Sciences Graduate Program (BSGP), the Ohio State Biochemistry Program (OSBP), the Molecular, Cellular and Developmental Biology Program (MCDB), the Biophysics Graduate Program and the Neuroscience Graduate Program (NSGP). The faculty strive to integrate research and teaching to provide the most progressive and challenging environment for trainees in both the laboratory and the classroom. Department faculty participate in service that includes work at the national and local levels in relation to professional societies and journals, peer review for granting agencies, as well as administrative service on Departmental, college and University committees.

III. Academic Rights and Responsibilities

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

IV Faculty and Voting Rights

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 and research faculty with compensated FTEs of at least 50% in the department, and associated faculty.

The Department of Biological Chemistry and Pharmacology makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of Department governance.

The Department of Biological Chemistry and Pharmacology makes research appointments. Research faculty titles are research assistant professor, research associate professor and research professor. Research faculty may vote in all matters of department governance except tenure track appointment, promotion and tenure decisions and the appointment of associated faculty.

A Research Faculty Appointment Cap

In accordance with Faculty Rule [3335-7-32](#), as authorized by a majority vote of the tenure-track faculty, research faculty can comprise no more than 20% of the tenure track faculty. The number of research faculty positions must always constitute a minority with respect to the number of tenure-track faculty in the Department.

The Department makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, lecturer titles, and visiting titles.

The faculty for whom the Department serves as tenure initiating unit (TIU) but lacking a 50% appointment may participate fully in Departmental administrative procedures and decisions. Associated faculty may not participate in the appointment, promotion and tenure reviews of tenure-track faculty, or in the appointment, reappointment, or promotion reviews of research faculty.

Emeritus faculty and individuals with courtesy appointments (primary appointments in another Department with no salary support from the Department of Biological Chemistry and Pharmacology) may not vote in matters of Departmental governance or policy. Faculty members may be members of the graduate faculty as approved by the Graduate School.

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

V Departmental Organization

The Department is comprised of the Department Chair, vice-chair(s), the tenured and tenure-track faculty, research faculty, and staff. Departmental staff members include an administrator and an administrative assistant. The College of Medicine Shared Services provides additional administrative support. The departmental administrator is responsible for maintaining financial records, coordinating the education efforts of the department and monitoring the outcome of faculty requests to shared services. The administrative assistant is responsible for communications within the department, initiating and expediting all building service requests and assisting in the processing of travel requests. Shared Services provide HR, fiscal and grant management including reimbursements, vacation leave, post award grant management, and personnel actions that include processing monthly appointments, hourly payrolls, and benefits.

VI. Overview of Department 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 determines 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.

VII. Department Administration

A. Chair

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

The Department Chair performs a dual function. In addition to being the administrative head of the Department, the Chair represents the faculty of the Department in dealings with the dean or others in the university administration. A Chair shall be eligible for reappointment.

The duties of the Chair of the Department of Biological Chemistry and Pharmacology shall be as follows:

- (1) To uphold expectations of the Leadership Philosophy:
 - Uphold Ohio State's [Shared Values](#) and engender trust through words and actions.

- Care for people and create conditions for well-being and productivity.
- Set clear direction and goals for their teams and align to the mission of the department.
- Solve problems and support their teams to adapt to changing contexts.
- Drive cross-functional collaborations to advance goals of the department.
- Demonstrate commitment to continuous growth for themselves and their teams.

(2) To have general administrative responsibility for Department programs, subject to the approval of the dean of the college, and to conduct business of the Department efficiently. This includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

(3) To develop in consultation with the faculty a pattern of administration with specified minimum content. This pattern of administration shall be made available to all present and prospective members of the faculty of the Department and a copy shall be deposited in the office of the dean of the college and in the office of the executive vice president and provost.

(4) To provide a schedule of all regular faculty meetings (see rule [3335-5-18](#) of the Administrative Code) to all faculty members before the start of each semester or session.

(5) To maintain minutes of all faculty meetings and to maintain records of all other actions covered by the pattern of administration.

(6) To consult with the faculty as a whole on all policy matters, and such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole.

(7) To recognize in principle the presumption favoring majority faculty rule on all matters covered by the pattern of administration. Whenever the majority faculty rule is not followed, the Department Chair shall explain the reasons for the departure to enhance communication and to facilitate understanding within the Department. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the decision of the majority of the faculty, the decision of the Department Chair, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for faculty to comment.

(8) To consult with the faculty in the initiation, review and selection of new faculty members for appointment.

(9) To explain how faculty duties and responsibilities in instruction, scholarship, and service are to be assigned and distributed equitably.

(10) To prepare, after consultation with the faculty and in accordance with the pattern of administration, a statement setting forth the criteria and procedures according to which

recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the office of the dean of the college and in the office of the executive vice president and provost. At the beginning of each four-year term of the Chair, the members of the Department, the office of the dean of the college, and the office of the executive vice president and provost shall receive either a revision or reaffirmation of the original statement.

(11) To operate the business of the Department with efficiency and dispatch. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

(12) To plan with the members of the faculty and the dean of the college a progressive program.

(13) To assign workload according to the department's workload guidelines (see Section IX).

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

(15) To evaluate faculty members periodically in accordance with criteria approved by the Board of Trustees and subject to instructions from the executive vice president and provost, and also according to such supplemental criteria as may be set up by the Department.

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

(17) To recommend to the dean of the college, after consultation with the faculty, appointments, reappointments, promotions, dismissals, and matters affecting the work of members of the Department faculty in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's [Appointments, Promotion and Tenure document](#).

(18) To encourage research and educational investigations.

(19) to maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.

(20) To see that all faculty, regardless of their assigned location, are offered the Departmental privileges and responsibilities appropriate to their rank; and in general to

lead in maintaining a high level of morale.

(21) To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

(22) To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.

(23) 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.

(24) To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.

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 Department Chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of Department academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The Department 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 Department Chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B. Committees

Some Departmental decisions are made through committees and approved by the Chair. These include recommendations for initial recruitment of faculty and Appointment, Promotion and Tenure Committee (AP&T). The Chair, usually in consultation with the faculty, appoints these committees. The Chair is an ex officio member of all department committees and may vote as a member on all committees except the Appointment, Promotion and Tenure Committee. Unless otherwise stated, departmental committees are composed of a chair and at least 3 members. Committee chairs serve 3-year terms and can be reappointed for additional terms. The committee members serve 4-year staggered terms. The following list provides more details.

a. Appointment, Promotion and Tenure Committees

There are two Appointment, Promotion and Tenure Committees, a Senior Committee consisting of tenured Professors and a full committee that consists of all tenured Professors and Associate Professors. The Senior Committee considers promotion of Associate Professors to the rank of Professor whereas the full committee considers promotion of Assistant Professors to the rank of Associate Professor. The Chair is the

same for both of the committees and is appointed by the Chair of the Department of Biological Chemistry and Pharmacology to a term of 4 years. These committees serve as a resource to faculty with questions on promotion and tenure issues; however, the Chair of the committee is responsible for directly assisting candidates for tenure and/or promotion in completion of the dossier. The full committee also conducts annual evaluations of untenured faculty assessing their yearly progress toward promotion and tenure, and provides feedback and guidance for further faculty development. All committee members critically review the dossier of all promotion and tenure candidates in which the Department of Biological Chemistry and Pharmacology serves as the tenure initiating unit. Committee members vote on these issues. The committee Chair summarizes dossiers that are presented in consideration of reviews for promotion and/or tenure, but does not make a decision for, or a recommendation to, the AP&T committees. The full committee also reviews all faculty applicants on an annual basis for appointment or reappointment for adjunct or joint appointments within the Department. This committee is also responsible for assisting the chair with the creation, maintenance, or updating of the Departmental AP&T document.

b. Faculty Development Committee

The Faculty Development Committee is responsible for ensuring the development and mentoring of junior faculty members in the department. This committee will be composed of a least 3 faculty members. The committee members and the chair of the committee will be appointed by the department chair. This committee will oversee the formation of a mentoring committee for each non-tenured faculty member. In addition, this committee will ensure that a written letter of evaluation from the chair of each mentoring committee is provided to the AP&T Committee and the chair annually.

c. Biomedical Sciences Graduate Program Studies Committee (BSGP)

A faculty member and an alternate are elected to serve on the BSGP graduate studies committee for a term of three years or as stipulated in the bylaws of the BSGP program. The member will represent the interest of the department in graduate student recruitment and curriculum matters. The member will report to the faculty at regular departmental faculty meetings.

d. Ohio State Biochemistry Graduate Program Graduate Studies Committee

The Chair selects a representative and alternate to represent the Department of Biological Chemistry and Pharmacology in this graduate program. These appointments are typically for 3 years.

e. Education Committee

The Department Chair appoints a Chair and committee members to provide advice on curriculum course structure, provide peer review of teaching and process questions related to teaching at the professional, undergraduate, and graduate levels.

f. Awards Committee

The Department Chair appoints a Chair and committee members to oversee awards for trainees and faculty. The awards committee oversees the Johnson award and other awards given to trainees in the department. The committee also identifies and nominates faculty for college, university or national awards.

g. Faculty Search Committee

The Department Chair appoints a Chair and committee members to identify and evaluate candidates for tenure-track faculty positions in the department. These duties include organizing the broad distribution of materials advertising the position, evaluating applicants, inviting candidates, organizing candidate visits, and evaluation of candidates for further consideration.

h. Resources Committee

The Department Chair appoints a Chair and committee members to advise on the use and distribution of department resources. Resources include endowments, endowment income, royalty income, and departmental equipment. The committee will develop and follow policies for the consideration of faculty requests for usage of resources.

i. Diversity, Equity, and Inclusion Committee

The Department Chair appoints a Chair and committee members to promote the principal of diversity, equity, and inclusion in the department. The Chair of this committee will serve as the department's Vice Chair for Diversity, Equity, and Inclusion. This committee may include departmental trainees and staff.

j. Executive Committee

The Executive Committee will consist of the Chairs of each standing departmental committee. The department administrator will be an ex officio member of the Executive Committee. The Executive Committee will meet at least once per year. The department Chair and administrator will present the department budget and resources to provide transparency into the department's finances. Meetings of the Executive Committee can also be called by the department Chair to discuss matters of urgent significance to the department.

VIII. Faculty Meetings

The Chair of the Department will schedule meetings of the faculty on a regular basis. All regular faculty meetings will be held once a month from 1:00 – 2:00 P.M., usually on the second Wednesday of the month, at a location in the Department announced by the Chair. The Chair establishes an agenda for each meeting and asks the faculty to recommend additional items for consideration. A completed agenda will be delivered to faculty by email 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 at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department faculty. The Chair will

make reasonable efforts to have the meeting take place within one week of receipt of the request. The Chair of the Department will maintain the minutes of these meetings, as well as records of all other actions covered by the patterns of administration. The Chair will distribute minutes of faculty meetings to faculty by email 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.

Attendance is required. Business can be brought up from the floor and suggestions made about Departmental policy. The Chair or his/her/their designee presides at the meeting. The structure is informal by mutual agreement.

Special policies pertain to voting on personnel matters, and these are set forth in the department's [Appointments, Promotion and Tenure Document](#).

The Chair will consult with the faculty on all matters of policy. Whenever practicable, this consultation will be undertaken at a meeting of the faculty as a whole. The Department recognizes in principle the presumption favoring majority rule on all matters covered by the pattern of administration. Decisions are usually made by consensus, compromise, or Chair's decision with consent of the faculty. The Chair brings policy matters to these meetings for faculty consultation and these are usually decided by a simple majority vote. Faculty who have a 50% or greater appointment on the tenure track or research faculty have a vote on policy matters. When majority rule is not followed on policy matters, the Chair explains at a faculty meeting and in writing the reason for departing from majority wishes. Where possible this explanation will be provided before the departure occurs. The explanation will outline the decision of the majority of the faculty, the decision of the Chair and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, before a faculty meeting at which the decision will be discussed, with an opportunity provided for faculty to comment in writing.

For purposes of discussing department 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 two-thirds 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 email 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, Responsibilities, & Workload

Faculty roles and responsibilities are described in the initial letter of offer. Assignments and expectations for the upcoming year are addressed as part of the annual performance and merit review by the Chair based on Department needs as well as faculty productivity and career development.

The Chair is responsible for assuring that every faculty member has duties and responsibilities commensurate with their appointment and that Departmental workload is distributed equitably among faculty. While faculty are expected to exercise "self-determination" in conducting their research or other scholarly activity, the Chair assigns teaching and in most cases Departmental service.

In making these assignments, the Chair must balance the needs of the Department with the preferences of the faculty member within the context of the Department's guidelines on faculty duties and responsibilities described below.

Many faculty members voluntarily take on a variety of professional activities that fall outside the Department's guidelines on faculty duties and responsibilities. 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 such commitments must disclose and discuss these with the Chair in order to ensure that no conflict of commitment exists. These activities often benefit the Department or University and, to the extent possible, should be taken into account in considering a faculty member's total workload. Information on faculty conflicts of commitment is presented in the OAA [Policy on Outside Activities and Conflicts](#).

However, fairness to other faculty and the Department's need to meet its programmatic obligations may become issues when a faculty member seeks relief from Departmental obligations in order to devote considerable time to personal professional interests that may not contribute to Departmental goals. The Chair may decline to approve such requests when approval is not judged to be in the best interests of the Department.

Faculty members are expected to be available for interaction with students, service assignments, and other responsibilities even if they have no formal course assignment in a particular semester, with the exception of summer term for those faculty with 9-month appointments. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours of at least 1 hour per week in order to be readily available to students. On-duty faculty members should not be away

from campus for extended periods of time unless on an approved leave or on approved travel (see Section XII).

Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the Chair if such work can be performed effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain circumstances if it serves the needs of the Department, college, university, and/or community. The Chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

Faculty Rule [3335-5-08](#) requires that absence from campus for more than ten consecutive business days during a semester be approved by Chair, dean, and executive vice president and provost.

The Department administration uses the following guidelines to ensure that equitable duties are assigned to faculty members. These guidelines recognize that all faculty members are expected to have responsibilities in teaching, research and/or service, and that the distribution of these responsibilities will vary among faculty. Fluctuations in instructional demand, Departmental resources and particular circumstances may necessitate modification of the guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the Chair. It is understood that completion of expected responsibilities does not constitute meritorious performance. Evaluation of meritorious performance requires demonstrable achievements that substantially exceed the expectations for a faculty member.

The nature of activities subsumed under the areas of responsibility and criteria for evaluation (teaching, research, service) are fully delineated in the Departmental Appointments, Promotion and Tenure document. Teaching includes formal didactic lectures to medical, dental, graduate and undergraduate students, small group discussions to medical students, and training of pre and post-doctoral fellows. Teaching also includes curriculum planning and development. Scholarly activity includes generation of new knowledge or creative work which may include publication of original work in peer reviewed journals, obtaining external peer-reviewed funding for research, books, or book chapters, creation of new teaching techniques, invited presentations and/or data presentations at national or international meetings.

Service may include administrative (committee) work for the Department, college, or university, service to the faculty member's profession, or service to the community.

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the Chair to take into account the impact over time of the crisis. These adjustments may include modifying research expectations in order to maintain teaching obligations. These assignment changes must be considered in annual reviews.

A. Tenure-Track Faculty

Tenure-track faculty are expected to engage in research, teaching and service to the university, college, department, their individual areas of expertise, and the profession. If faculty are engaged in or are assigned efforts that exceed the norm in any of these three areas, their workload expectations can be adjusted in the remaining category(ies). The chair is responsible for establishing priorities and work-load distribution for each faculty.

Teaching

This will include formal lectures, lecture preparation, and training of pre- and postdoctoral students. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). The proportion of time dedicated to teaching may fluctuate throughout the year.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

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

All tenure-track faculty members must contribute to the mission of education (formal and/or informal instruction, student advising) over the course of the academic year.

Scholarly Activity

All tenured and tenure-eligible faculty are expected to have a significant commitment to scholarly activity and to make consistent efforts to obtain and maintain external support for their research program. Faculty are expected to budget adequate release time in grant applications to cover the realistic amount of time expected to be spent on the research project. Faculty are expected to be principal investigators on certain grants, and may be collaborators on the grants of other faculty. The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). The proportion of time spent in research may be influenced by obtaining release time through externally funded grants.

Service

The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload according to the university [workload guideline](#). The amount of time may vary throughout the year on the basis of other responsibilities of the faculty member. This will typically include service on one committee within the department and one outside the unit. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university).

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other departmental events.

The department recognizes that some of its faculty members bear an inherent additional service burden. That burden accrues when faculty members, often women and/or underrepresented colleagues, are recognized as uniquely positioned to assist with work at the department, college, or university levels. Such individuals may be expected to provide more service than normal because their particular expertise, perspective, or voice can help working groups, for example, or task forces or students (through their mentorship of them) understand context, options, and opportunities in new ways. This additional service burden does not derive from volunteerism. Rather, it is an unwarranted and inequitable expectation.

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the department chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for the AMC Process. The department chair should also consider this additional service burden in managing equity of service loads among faculty.

Special Assignments

Information on Special Assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#).

Faculty may request a SA through a written request to the Chair for a SA. The department chair shall make a recommendation to the dean regarding a SA proposal. Award of the SA will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

B. Research Faculty

Research faculty are intended to focus their effort on the research mission of the Department of Biological Chemistry and Pharmacology. Standard workload expectations for full-time research faculty members are 0-10% teaching (student mentoring), 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer. Research faculty may, but are not required to, participate in limited educational and service activities.

C. Associated Faculty

Standard workload expectations for compensated associated faculty members are 80-100% teaching, 0-20% scholarship, and 0-20% service, depending on the terms of their individual appointments.

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

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

D. Modification of Duties

The Department of Biological Chemistry and Pharmacology 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 modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the [college pattern of administration](#) for details. See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XII.

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

X. Course Offerings, Teaching Schedules, and Grade Assignments

The department 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 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.

If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, the department chair may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XI. Allocation of Department Resources

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

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

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](#).

A. Research Space Guidelines

Purpose: Outline policies for the maximal and efficient use of all new and existing Biological Chemistry and Pharmacology department space. This encompasses all space directly assigned to the department; currently, this includes all departmental space located in Rightmire Hall. The department has the responsibility of establishing benchmarking principles for utilization of departmental space consistent with College of Medicine guidelines. Such benchmarking will occasionally mandate re-assignment of space based on evolving circumstances including 1) new faculty recruitment and 2) increased or decreased funding of existing faculty.

GUIDELINES:

Office: Each full-time tenure-track faculty is entitled to an office, regardless of funding status.

Research Space: In order to arrive at a fair and accurate assessment of the square feet assigned to each faculty member, the following principles apply:

Definition:

1. With the exception of the single office, all of the space assigned to a faculty member is considered research space, regardless of its configuration or utilization.
2. Shared space is calculated in proportion to the individual faculty member's use as a percentage of the whole.
3. All assigned space is included in total area regardless of location.

Funding: In order to arrive at a fair and accurate assessment of each faculty member's funding, the following principles apply:

Definition:

1. Funding dollars will be calculated as total cost (direct and indirect).
2. Shared funding will be calculated in proportion to the actual distribution of funds between the PI and all Co-PI's. In order to avoid possible misunderstandings between investigators, the intended distribution of funds should be decided among the involved investigators at the time of submission, and endorsed by the Department Chair and/or space committee. Changes necessitated due to budget cuts by the granting authority should be handled similarly (i.e., mutual agreement endorsed by the chair and/or space committee).
3. Faculty directing components of grants such as program project grants will be credited in proportion with the actual distribution of funds to that component.
4. Other funding such as that to pre- and post-doctoral trainees and research faculty will be credited to the faculty member sponsoring the trainees/research faculty.
5. Funding via "no-cost extensions" and release-time accounts will not be included.
6. Annual funding of professors and associate professors will be calculated as a running three-year average (of the current and previous two years). Annual funding for tenure track assistant professors will be calculated as a running four-year average.

A. Criteria For Assigning/Re-Assigning Research Space:

Faculty funding via external grant sources is a major criterion for the assignment/re-assignment of research space. Nevertheless, no matter how successful a faculty member is in obtaining funding, the funding per square foot calculation should not be sufficient in itself to determine research space assigned. Additional criteria include the quality of the assigned space, the need to protect a minimum level of space for junior faculty, and the space needs of faculty experiencing a temporary loss of funding. In order to arrive at a fair and accurate distribution of research space within the department, the following criteria apply:

Criteria:

1. Funding Per Square Foot: Assigned research space will be ranked (prioritized) based on annual funding dollars (direct & indirect three year average) divided by square feet of assigned research space. This relative ranking should provide each investigator with an annually updated assessment regarding requests for additional space (increased research needs) or the possibility of space re-assignment (decreased research needs).

2. Space Quality: Not all laboratory space is appropriately designed for the work being conducted. Thus, in the short term, relative ranking based on funding per square foot should be viewed in light of space quality. In the long term, every effort should be made to match research needs to laboratory space design (i.e., re-design existing space or move to more appropriate space).

3. Space Protection For Tenure-Track Assistant Professors: Since most assistant professors usually have a single laboratory (-600 ft²), re-assignment of such space would effectively terminate any chance of promotion and tenure. Thus, re-assignment should be avoided whenever possible. Assuming demonstrated continued efforts to obtain funding (i.e., pending national grants), the funding per square foot calculation for junior faculty space will be based on a four-year average.

4. Space Protection For Faculty Between Grants: Protection is provided by calculating funding per square foot based on a three-year average. In this manner, short-term losses of funding will only lower the relative ranking of a faculty member's space in an annual stepwise fashion. Thus, assuming continued efforts to obtain new funding, faculty previously funded will normally have two years before space is subject to re-assignment.

5. Variable "Funding Per Square Foot" Criterion For Large Laboratories: Highly-funded faculty with funding per square foot in the top one third of the department may request additional lab space as justified.

XII. Leaves and Absences

In general, there are several 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 on the Office of Human Resources [Policies and Forms website](#). The information provided below supplements these policies.

A. Discretionary Absence. Faculty are expected to complete a [request for absence 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 of ten or more consecutive business days (see Faculty Rule [3335-5-08](#)).

B. Absence for Medical Reasons. When absences for medical reasons are anticipated, faculty members are expected to complete a [request for absence 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 Absences. The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#). The information provided below supplements these policies.

A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the dean, Office of Academic Affairs, and Board of Trustees.

D. Faculty Professional Leave. Information on faculty professional leaves is presented in the Office of Academic Affairs [Policy on Faculty Professional Leave](#). The information provided below supplements this policy.

Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Assignment and may be one or two semesters in length for 9-month faculty and one, two, or three semesters in length for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio Legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with the [Policy on Faculty Professional Leave](#) before applying for leave.

The Department will convene an *Ad Hoc* Committee to review all requests for faculty professional leave and make a recommendation to the Department Chair based on the following criteria:

- a . Satisfactory completion of [OAA form 202-Application for Faculty Professional Leave](#)
- b. Submission of a detailed plan for research and/or observations which demonstrates credible potential for
 1. enhancing the individual's ability to function in his or her assigned faculty role and/or
 2. introducing new and innovative knowledge, procedures and technology for the benefit of the Department, and its faculty and/or
 3. improving the recognition and prestige of the Department and the University

The Chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested. Prior to finalizing approval, the department must verify that all teaching and research obligations of the individual requesting FPL are fulfilled without undue imposition of responsibilities upon other department faculty members, and without measurable negative impact on the financial stability of the department.

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 Time Off Program [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

XIII. Additional Compensation and Outside Activities

Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's

[Policy on Outside Activities and Conflicts](#). 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 job-related activities providing additional 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 additionally compensated activities and external consulting combined.

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

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

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.

XIV. Financial Conflicts of Interest

The university's policy with respect to financial conflicts of interest is set forth in the [Policy on Outside Activities and Conflicts](#). 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 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 the section on faculty duties and responsibilities 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 grievance.

- A. Salary Grievances.** A faculty or staff member who believes their 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 an appeal with the college's Faculty Salary Appeals Committee. A more formal salary appeal formal salary appeal can also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of 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 and Staff Misconduct.** Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule [3335-5-04](#).

Any student, faculty, or staff member may report complaints against staff to the Chair. The [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

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

- D. Harassment, Discrimination, and Sexual Misconduct.** The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

- 1 Ohio State's policy and procedures related to affirmative action and equal employment opportunity are set forth in the university's [policy on affirmative action and equal employment opportunity](#).

- 2 Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's [policy on nondiscrimination, harassment, and sexual misconduct](#).

E. Violations of Laws, Rules, Regulations, or Policies. Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be registered anonymously through the [Anonymous Reporting Line](#).

F. Complaints by and about Students. Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether 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.

G. Academic Misconduct. Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) does not hear cases involving academic misconduct in colleges having a published honor code, although some allegations against graduate students fall under the committee's jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the Chair, who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the Department procedures for addressing allegations of violations of the professional student honor code.

The Code of Student Conduct is Faculty Rule [3335-23](#). Medical students must also adhere to the [Code of Medical Student Conduct](#).