PATTERN OF ADMINISTRATION
for
The Ohio State University
Department of Cancer Biology and Genetics

Approved by the faculty 5/15/2018; 3/23/2021; 6/22/2022;

Approved by the Office of Academic Affairs: 3/12/2019, 7/23/2021, 10/28/2025

Table of Contents

I. Department of Cancer Biology and Genetics Introduction

This document provides a brief description of the Department of Cancer Biology and Genetics 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 change in them, take precedence over statements in this document.

This Pattern of Administration must be reviewed and either revised or reaffirmed on appointment or reappointment of the Chair. In keeping with Faculty Rule 3335-3-35(C)(2), within the first year of their appointment or reappointment, the Chair shall review the Pattern of Administration in consultation with the faculty. Any revisions shall be made with broad faculty input, obtained in a manner consistent with the Department's established practices and procedures. including access to documents for review, open periods for faculty to suggest edits, and open discussion at faculty meetings. At other times, revisions may be proposed by the Chair or recommended to the Chair by Department committees or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic reaffirmation, are subject to approval by the College of Medicine and the Office of Academic Affairs.

II. Departmental Mission

The mission of the Department of Cancer Biology and Genetics is: to conduct research in basic, translational or applied cancer biology and genetics in order to understand mechanisms of disease initiation and progression, as well as the mechanisms involved in the control of disease processes; to train undergraduate, graduate, post-graduate and professional students in the disciplines of cancer biology and genetics; and to provide service for the general benefit of the life science community within the College of Medicine (COM) and The Ohio State University, as well as at the local, state and national levels.

The research mission of the Department is for faculty to engage in basic, translational, or applied research that will generate new knowledge pertinent to their professional discipline. Faculty will be responsible for the funding of their research programs through grant support, patent royalties or other mechanisms, and will disseminate knowledge acquired from their research through timely publication and other scholarly endeavors. An important part of the research mission of the Department is the instruction of undergraduate, graduate, post-graduate, and professional students in the conduct and methodology of research.

The educational mission of the Department is to strive for excellence in the didactic teaching of basic and applied aspects of cancer biology and genetics to undergraduate, graduate, and professional students. The graduate education mission encompasses research training of Masters and Ph.D. students, i.e., providing experienced mentors, state-of-the-art laboratory facilities and curricula to prepare students for careers in contemporary cancer biology, genetics and other related fields. The Department provides education and training for medical and graduate students in interdisciplinary graduate programs, including Biochemistry Graduate Program (OSBP), the Biomedical Sciences Graduate Program (BSGP), the Medical Scientist Training Program (MSTP), Neuroscience Graduate Program (NGSP), Molecular, Cellular and Developmental Biology Graduate Program (MCDB), and Biophysics Graduate Program.

The service mission of the Department is to provide professional service through dissemination of knowledge or administrative contributions to the biomedical community at OSU and to the citizens of Ohio. Professional service also involves service rendered to national agencies in the areas of grant reviewing, journal reviewing, and service to professional societies. Administrative service involves active faculty participation in the governance of the Department, College and/or University.

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 the Department of Cancer Biology and Genetics includes tenure-track, clinical, research, and associated faculty with compensated FTEs of at least 50% in the department. The Department of Cancer Biology and Genetics makes the following appointments:

A. Tenure-Track Faculty

Persons with the titles of Instructor, Assistant Professor, Associate Professor or Professor, who serve on appointments totaling 50% or more service to the Department. Tenure-track faculty may vote in all matters of Department governance.

B. Clinical Faculty

These are fixed-term contract appointments that do not entail tenure. In the Department of Cancer Biology and Genetics, clinical faculty are on the Clinician Educator pathway. Clinical faculty titles are assistant clinical professor, associate clinical professor, and clinical professor. Clinical faculty members are engaged in education related to the teaching and service missions and goals of the Department. Clinical faculty may participate in discussions of clinical faculty matters, including promotion reviews. Individuals appointed to the clinical faculty may not participate in appointment, promotion and tenure matters of tenure-track faculty or the reappointment or promotion of research faculty, but otherwise may participate in all matters of Department, College, and University governance unless otherwise stipulated. They may not comprise more than 25% of the total tenure-track, clinical, and research faculty. Any clinical faculty member appointed by the department may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in Faculty Rule 3335-7-11(C)(2).

C. Research Faculty

These are fixed-term contract appointments that do not entail tenure. Research faculty titles are research assistant professor, research associate professor, and research professor. Research faculty members are researchers engaged in research related to the mission and goals of the Department of Cancer Biology and Genetics. Research faculty may vote in all matters of departmental governance except tenure-track appointment, promotion, and tenure decisions and clinical faculty reappointment or promotion decisions. Research faculty may participate in discussions of research faculty matters including promotion reviews. Research faculty shall not be elected to service on the Promotion and Tenure Committee unless research faculty are under review for promotion nor will they be elected to serve on the Teaching Committee of the Department of Cancer Biology and Genetics.

In accordance with Faculty Rule 3335-7-32, unless otherwise authorized by a majority vote of the tenure-track faculty, research faculty must comprise no more than 20% of the number of tenure-track faculty in the department. In all cases, however, the number of research faculty positions must constitute a minority with respect to the number of tenure-track faculty.

D. Associated Faculty

This is a broad category of faculty titles that encompasses Adjunct, Visiting, Returning Retiree, Lecturer, and tenure-track faculty who have an appointment less than 50% and other temporary and term positions. Associated faculty may or may not be Ohio State employees. They may or may not be paid. Titles include: Adjunct Instructor/Assistant/Associate/Professor; Lecturer and Senior Lecturer; Retiree-Faculty and Retiree-Faculty Emeritus; Visiting Assistant/Associate/Professor. These positions are usually intended to be short-term but may be appointed for a term up to three years. Procedures for reappointment and promotion are defined in the Department Appointments, Promotion, and Tenure Document. Associated faculty have no voting rights in the department but can serve on committees including the Search Advisory Committee and the Education and Training Committee.

E. Courtesy Appointees

Courtesy appointments are for faculty members, with primary appointments in other departments, who have credentials and/or research interests compatible with the disciplines of Cancer Biology and Genetics. Criteria and procedures for Courtesy Appointees are described in the Appointments, Promotion, and Tenure Document. In these cases, the primary department will be the tenure-initiating unit and provide all the support for the joint appointee.

F. Emeritus Faculty

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule 3335-5-36. Full-time tenure-track, clinical, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. See the Department Appointments, Promotion, and Tenure Document for additional detail. Emeritus faculty are invited to participate in discussions on non-personnel matters but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter. Emeritus faculty members have benefits provided by the University but are not entitled to office space or other resources. Provision of such resources is at the discretion of the Department Chair or School Director.

In addition, joint appointees and individuals appointed as research scientists are considered valuable members of the departmental faculty who are encouraged to participate in a non-voting capacity in all departmental meetings and activities.

V. Organization of Departmental Services and Staff

Departmental staff members include a Departmental Administrator and an Administrative Assistant. The College of Medicine (COM) Shared Services and the Comprehensive Cancer Center (CCC) (for CCC members) provide additional administrative support. Departmental Administrative services are under the direction of the Chair with day-to-day management by the Departmental Administrator. The Departmental Administrative team is responsible for maintaining financial records, faculty files, coordinating the educational efforts on behalf of the faculty, communications to the department, updates to the departmental website, and coordination of paperwork related to all things related to appointment, promotion, and tenure of faculty. The departmental staff respond to all requests from COM and CCC HR and Finance departments.

VI. Overview of Department Decision Making

Policy and program decisions are made in multiple ways: by the department faculty as a whole, by standing or special committees of the department, by the department chair, and by shared governance with input from all of the aforementioned components. The nature and importance of any individual matter determine how it is addressed. Department of Cancer Biology and Genetics 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 Chair is a member of the Department of Cancer Biology and Genetics appointed by the Dean of the College of Medicine as the executive officer of the department. The appointment is for a four-year term with the option for reappointment. The primary responsibilities of the Chair are set forth in Faculty Rule 3335-3-35. This rule requires the Chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content (see Item 14 below). The rule, along with Faculty Rule 3335-6, also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion, and tenure (see Item 15 below).

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

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 of well-being and productivity.
    - Set clear direction and goals for their teams to align to the mission of the Department.

- Solve problems and support teams to adapt to changing contexts.
- Drive cross-functional collaborations to advance the goals of the Department.
- Demonstrate commitment to continuous growth for themselves and their teams.

2. To have general administrative responsibility for all of the programs of the Department of Cancer Biology and Genetics, subject to the approval of the Dean of the College of Medicine, and to conduct the business of the Department efficiently. This broad responsibility includes acquisition and management of funds and hiring and supervision of faculty and staff.
3. To plan with members of the faculty and the Dean a progressive program; to encourage research and educational investigations.
4. To assign workload according to the Department's workload guidelines (see Section IX) and faculty appointment type (and rank).
5. To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course evaluation by the faculty.
6. To evaluate faculty members annually in accordance with university and Department established criteria; to inform faculty members when they receive their annual performance and merit review of the right to review their primary personnel file maintained by the Department and to place in that file a response to any evaluation, comment, or other material contained in the file.
7. After consultation with the eligible faculty, to make recommendations to the Dean regarding appointments, reappointments, promotions, dismissals, and matters affecting the work of Department faculty in accordance with procedures set forth in Faculty Rules 3335-6 and 3335-7 and the Department's Appointments, Promotion, and Tenure Document.
8. To see that all faculty members, regardless of their assigned location, are offered privileges and responsibilities appropriate to their appointment type and rank; in general, to lead in maintaining a high level of morale.
9. To maintain a curriculum vitae for all personnel teaching in the Department's curriculum.
10. To see that adequate supervision and training are given to those members of the faculty and staff who may profit from such assistance.
11. To prepare, after consultation with the faculty, annual budget recommendations for consideration by the Dean.
12. To consult with the faculty as a whole on all policy matters and, whenever feasible, do this at a meeting of the faculty as a whole.
13. To facilitate participation in prescribed academic program review processes, in collaboration with the Dean and the Office of Academic Affairs.
14. To develop, in consultation with the departmental faculty as a whole, a document outlining a Pattern of Administration for the department. This document 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 of Medicine 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 of Medicine and in the Office of the Executive Vice President and Provost shall receive either a revision or reaffirmation of the original statement.
15. To prepare, after consultation with the faculty and in accordance with the pattern of departmental 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 of Medicine 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 of Medicine and in the Office of the Executive Vice President and Provost shall receive either a revision or reaffirmation of the original statement.
16. To provide a schedule of faculty meetings to all faculty members at the start of each academic year.

17. To maintain minutes of all faculty meetings and records of all other actions covered by the Pattern of Administration, including timely incorporation of revisions into the Pattern of Administration.

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 the pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and the Board of Trustees.

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

B. Other Administrators

1. Vice Chair

The Chair may appoint 1-2 Vice Chair(s) at his/her discretion to assist with administrative and decision-making duties and to serve as acting Chair when the Chair is unavailable. The Vice Chair will be reviewed annually and reappointed, contingent on meeting the overall objectives and mission of the department. Responsibilities and role of Vice Chairs include:

1. Assist the Chair in meeting his/her duties as outlined above.
2. Lead the mentoring program for the department.
3. Enhance the scientific identity of the department, develop its teaching portfolio and improve its technical infrastructure.
4. Assist the Chair with administrative affairs such as but not limited to the following: annual budget process, annual reviews, faculty affairs issues, recruitment and selection of new faculty, recruitment of graduate students to the department, and undergraduate and graduate course development.
5. Align the departmental operations with those of the OSU Wexner Medical Center and OSU Comprehensive Cancer Center.

C. Committees

The Department Chair is an ex officio member of all departmental committees and may vote as a member on all committees except the Committee of Eligible Faculty, which in the Department of Cancer Biology and Genetics functions as the Appointment, Promotion and Tenure Committee.

1. Committee of The Eligible Faculty

A. Duties, Procedures, and Composition

The Committee of the Eligible Faculty serves to provide departmental oversight for appointment, promotion, and tenure processes for the Department of Cancer Biology and Genetics.

The duties, procedures, and composition of this committee are described in the department's Appointment, Promotion, and Tenure Document.

2. Search Advisory Committee

A. Composition

This is a provisional committee that is constituted anew as vacancies occur within the department. Members of each newly formed Search Advisory Committee and the Chair and members of the committee shall be appointed by the departmental Chair after announcement of intent and discussion of goals, mission strategies and philosophy in a meeting of the faculty. The Committee will consist of five or more members, including one designated as the Faculty Hiring Procedures Oversight Designee by the Chair of the committee. The Search Advisory Committee may include members from other departments.

B. Duties and Functions

The responsibility of the Search Committee is to identify the best qualified candidates to fill vacancies on the faculty consistent with the goals, mission and philosophy of the department. Its duties and functions are described in detail in the department's Appointments, Promotion and Tenure document.

3. Education And Training Committee

This Committee deals with all aspects of education and training in the department.

A. Composition:

1. Chair (named by Departmental Chair for a three-year term)
   Minimum of three Faculty members (all ranks are eligible) from the Department. Composition should include.
   - Course Instructors
   - BSGP Cancer Biology Area of Emphasis Leaders and/or
   - Directors and Administrators of College of Medicine and/or University Graduate Programs.
2. Appointments to the committee will be made by the Chair of the department after consultation with the faculty.
3. The term of the office for faculty will be three years and terms are renewable.
4. Ideally appointments to the committee will be staggered to avoid complete turn-over of the committee every 3 years.
5. Outgoing members will function until time of replacement.

B. Meetings

1. Meetings shall be held at least once each semester throughout the calendar year at a definite time and place, unless specifically canceled by vote of the committee.
2. Special meetings may be called by the Chair at any time and must be called by him/her if requested by two other members of the committee.

C. Duties and Functions:

1. The Education and Training Committee (ETC) serves to provide departmental oversight for graduate education and to coordinate graduate program activities between the Department of Cancer Biology and Genetics and graduate programs of the Ohio State University in the College of Medicine and life sciences interdisciplinary graduate programs. The ETC also coordinates undergraduate educational opportunities within the area of expertise of our faculty within the College and University.
2. Members of the committee will represent the department on Graduate Studies Committees of the Biomedical Sciences Graduate Program.
3. The committee will promote recruitment of graduate students into faculty laboratories.
4. The committee will report its activities at each faculty meeting.
5. The committee will evaluate current course offerings as to availability, adequacy, sequence and frequency.
6. The committee will recommend new courses and the deletion of old courses on an annual basis as required to maintain the academic program of the department at a modern-robust level.
7. The committee will recommend to the faculty changes in course offerings and programs to the Chair for consideration.
8. The committee will coordinate changes in existing courses as well as additions to or deletions from present course offerings to the College of Medicine Curriculum Committee and the University Office of Academic Affairs.
9. The committee will report periodically to the faculty on the status of the curriculum and regularly contact members of the faculty for suggested changes that might improve the curriculum.
10. The committee will advise the departmental Chair on yearly assignment of teaching responsibilities to the members of the faculty.
11. The committee will review and coordinate procedures and outcomes of student evaluations of courses and faculty. As needed the committee will provide peer review of instruction upon request and help to identify additional faculty to provide evaluations.
12. The committee will promote and advocate for excellence in teaching by notifying the departmental Chair of faculty that should be nominated for teaching awards at the department, college, and university level.

13. The committee will serve as the primary contact for faculty concerning any teaching issue.

4. **COM Faculty Council**
One faculty member and one alternative faculty member will be elected by the faculty members of the Department to serve a three-year term. The representative reports to the faculty at regular departmental faculty meetings.

5. **Junior Faculty Advisory Committees**
Each member of the faculty who is appointed at the rank of Assistant Professor will be assigned a three-person mentoring committee. The Committee will be composed of members of the tenured faculty including at least one member outside of the department. The committee membership will be determined by the departmental Chair or Vice Chair in consultation with the advisee. Each Junior Faculty Mentoring Committee will serve until their advisee is either promoted to Associate Professor or departs from the department. The committee will meet at least twice annually. Responsibility of these committees is to provide overall guidance and support for the junior faculty member in all aspects of adjustment to the University and the pursuit of promotion and tenure. No reports will be generated but the faculty member should inform the Chair when the advisory committee is formed. Support from CBG faculty members will be available to clinical and research faculty as well as non-Departmental Faculty upon request.

6. **Tenured Faculty Support**
Encouraging and supporting mid-career professional development is important. Each member of the faculty who has reached the rank of Associate Professor shall form a peer advisory committee that includes two or three colleagues from within and/or outside of the department. The purpose of this group is to advise the faculty member in the formulation of a long-range plan for professional development and to provide feedback on immediate and long-range issues. The group should meet at least once a year to discuss progress in professional development, nominate for national awards or committees, and advocate for faculty at a local and national level. No reports will be generated but the faculty member should inform the Chair when the advisory committee is formed.

VIII. Faculty Meetings

The chair will provide to the faculty a schedule of Department faculty meetings at the beginning of each academic term. Faculty meetings shall be the basis for the normal business of the department and shall take place at least every 2 months in person or virtually as deemed necessary. A call for agenda items and complete agenda will be delivered to the faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by email at least three business days before the meeting. A meeting of Department faculty will also be scheduled on written request of 25% of the faculty. The Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. Faculty are expected to attend meetings and to provide proper notice when unable to attend.

1. Any change in time, date or place of the scheduled meeting shall only be done with due notification to the faculty and only for compelling reasons.
2. The Chair of the meeting shall normally be the Department Chair or his/her designee. The meeting shall not normally be canceled. If need for cancellation is compelling, it shall be explained in writing to the faculty.
3. Minutes will be recorded by department administration and stored with department files.
    a. Minutes will be disseminated to all departmental faculty eligible to attend meetings no more than five business days following the meeting. These minutes may be amended at the next faculty meeting by simple majority vote of the faculty who were present at the meeting covered by the minutes.
    b. Approved minutes will be kept on file by the department administration and be made available to faculty on request.
4. Attendance and participation in discussions (but not voting) at faculty meetings shall be open to all departmental faculty, including associated and emeritus faculty.
5. Eligibility to vote at faculty meetings shall be limited to tenure-track, clinical and research faculty with primary appointments of 50% or more in the department. Special voting policies pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion and Tenure Document.
    a. 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 the purposes of a formal

vote, a matter will be considered decided when a particular position is supported by all faculty members eligible to vote. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or e-mail, faculty members will be given one week to respond.

   b. A quorum shall consist of 60% of the tenure-track, clinical and research faculty on duty at the time of the meeting, including the meeting Chair.
   c. In the absence of a quorum, discussions, straw votes, recording of minutes, etc. may proceed, but no binding votes shall take place.
   d. The meeting Chair shall only vote in case of a tie. 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.
6. An agenda for the meeting shall be determined by the Departmental Chair, Vice Chairs, and the faculty.
   a. The agenda shall be disseminated to the faculty no less than three (3) working days prior to the meeting.
   b. The location of the meeting shall be announced with the agenda.
   c. The agenda shall include any items tabled in the previous meeting and must identify any item scheduled for vote at the meeting in question.
   d. The agenda must include any item, so requested, in writing to the departmental Chair by a faculty member.
7. Binding votes shall only take place on issues that have been raised, discussed and tabled at a previous meeting or properly identified on the agenda.
   a. A simple majority shall constitute a binding vote.
   b. Voting will utilize a secret ballot.
8. Special faculty meetings shall be called by the Departmental Chair for urgent issues that cannot wait or be normally handled at the faculty meeting.
   a. The agenda shall normally be limited to a specific issue.
   b. Attendance may be limited to the voting faculty, including disseminated agenda and minutes.
   c. Two working days' notice will suffice.
   d. All other meeting requirements (i.e., minutes, quorum, binding votes, etc.) shall apply.
   e. If a binding vote is urgent and faculty members need time for consideration, a subsequent Special meeting may be set up after a 24-hr. delay.

The department accepts the fundamental importance of full and free discussion but also recognizes that 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 with more formality if needed to serve these goals.

IX. Distribution of Faculty Duties, Responsibilities, and Workload

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

During on-duty periods, faculty members are expected to be available for interaction with students, research, and departmental meetings and events even if they have no formal course assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XII) or on approved travel.

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 department 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 department Chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

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

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

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 department 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 members are expected to contribute to the university's mission via teaching, scholarship, and service. If faculty are engaged in or are assigned efforts that exceed or are below the normal in any one or two of their teaching, research or service categories by a considerable degree, their workload expectations can be adjusted. The Chair is responsible for establishing priorities and work-load distribution for each faculty.

Teaching

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curriculums, advising and supervising students, and teaching in research settings. The university's standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the faculty workload guideline. As a research-intensive department in the College of Medicine, teaching activities in the Department of Cancer Biology and Genetics include formal teaching and research-based teaching.

Formal teaching typically encompasses 10-25% of tenure-track faculty workload over the course of the year relative to their focus on scholarship. However, formal teaching workload can range from 5% to 50% of their overall workload depending on the faculty member's formal teaching assignments and their workload in scholarship and service. Formal teaching workload includes teaching courses by either individual instructors or a faculty team. Formal teaching workload also includes creating, developing, and revising instructional materials. Finally, formal teaching workload also includes the expectation that tenure-track faculty advise undergraduate and graduate students and supervise independent studies and thesis and dissertation work. 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.

Tenure-track faculty teaching workload also includes research-based teaching. Research-based teaching occurs in the context of faculty scholarship. Research-based teaching can constitute 10%-30% of a tenure-track faculty members' overall workload relative to their formal teaching workload and workload in scholarship and service. As a research-intensive department, tenure track faculty engage with learners in the context of their scholarship including, but not limited to, supervising students engaged in research projects, guiding student research, directing individual study, mentoring postdoctoral scholars and other trainees in research settings, and mentoring trainees for fellowships, career development awards, and other similar mentored research.

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

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's Appointments, Promotion, and Tenure Document. A faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of similar quality and length as articles. In general, tenure track faculty will engage in at least 50% effort dedicated to scholarship with typical ranges of 50-75%. The percentage of effort will likely vary from year to year and may be less for tenure-track faculty with significant service or teaching responsibilities such as shared resource directors.

Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession and community. 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). The percent effort dedicated to service for tenure-track faculty will typically range from 5-20%, but may be up to 50% for faculty with roles in which service is a key part of their responsibilities, such as shared resource director roles or other leadership and administrative roles.

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

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. The information provided below supplements this policy.

Reasonable efforts will be made to award SA opportunities (e.g. research sabbatical) to faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to ensure that sufficient faculty are always present to carry out departmental work. A three member ad hoc departmental committee, appointed by the chair, will evaluate SA proposals and make recommendations to the department chair. The chair's recommendation to the dean regarding an SA proposal 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. Clinical Faculty

Clinical faculty members on the clinician educator pathway are expected to contribute to the university's mission via education in accordance with faculty rule 3335-7-01. Teaching expectations are significantly greater than those for the tenure-track. The standard workload expectations for full-time clinical faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Clinical faculty are primarily supported through their teaching efforts but may also be supported by paid service and leadership positions and/or intramural and extramural research funding, particularly funding for research related to the educational mission. They may serve on or lead the Department Education Committee. Specific expectations are spelled out in the letter of offer. After an initial probationary time, clinical faculty are expected to financially support their efforts fully through their education, service, leadership and research activities.

C. Research Faculty

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

In accord with Faculty Rule 3335-7-34,

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

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.

D. 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 each dimension of their workload responsibility (teaching, research, service) adjusted proportionally to 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.

E. Modification of Duties

The Department of Cancer Biology and Genetics 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.

The faculty member requesting the modification of duties for childbirth/adoption/fostering and the Department Chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the Dean. See the OHR Parental Care Guidebook for additional details.

See also Parental Leave Policy in Leaves and Absences below.

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 Education Committee and the faculty, both collectively and individually. While faculty are expected to exercise initiative and direction in their teaching, research and other scholarly activity, the Chair will assign teaching and specific departmental duties. In making these assignments the Chair will balance the needs of the Department with the preferences of the faculty within the context of Departmental and College policies. 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. Guidelines can be found at in Chapter 2, section 1.5 of the Office of Academic Affairs Policies and Procedures Handbook.

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

This section describes departmental guidelines with respect to space, bridge funds and other resources other than merit salary increases. Merit salary increases are discussed in the department's Appointments, Promotion and Tenure document.

Space: All full-time tenure-track faculty are entitled to office space regardless of funding. Research and clinical faculty are assigned office space or shared office space as available. Laboratory space allocations for tenure-track faculty in the department are made according to COM or CCC space policies dependent upon which entity oversees the faculty member's assigned space. Research faculty are not typically assigned independent space but have shared space typically provided by a mentor or collaborator.

Funds: The major sources of departmental funds are salary recovery monies generated by research grants, and other sources as identified by the Departmental Chair. In turn, departmental fund expenditures (beyond administrative salaries) may include temporary bridge funds for faculty research programs between grants, funds for shared research equipment, and funds for professional development of individual faculty (e.g., faculty leadership training).

Allocation: Allocation of departmental funds will be at the discretion of the Chair. At the end of each fiscal year the Chair shall provide information to the faculty regarding the amounts and proportions of departmental funds disbursed for each of the major expense categories (salaries, bridge funds, equipment purchases, etc.). Faculty may then make formal recommendations to the Chair regarding fund utilization for the next fiscal year.

Guidelines On Appointments To Sponsored Projects

The College of Medicine requires that faculty members include a request for salary on all grant proposals to agencies that accept charges for salary as an allowable cost. The percent of salary requested should accurately reflect efforts on a research project. For tenure-track faculty, it is expected that they will regularly apply for and obtain support from extramural funding agencies to support, at a minimum, 50% of their effort. Investigator-initiated NIH R01 level grants with full indirect costs should be prioritized. Obtaining support from other sources of funding that provide salary support are also recognized as contributing to this goal (e.g. NIH K-level, R03, R21, R35, P01 or U01 level grants, NSF, DOD, private foundation etc.). Tenure-track faculty that provide direct salary appointments greater than 50% of their full salary may be eligible for the College of Medicine Incentive Plan.

XII. Leaves And Absences

In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the Parental Care Guidebook). The university's policies and procedures with respect to leaves and absences are set forth 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 travel request or 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 longer than 10 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 Absence

The University's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45.

D. Faculty Professional Leave

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

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.

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 faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation. Information on outside activities including paid external consulting is presented in the university's Policy on Outside Activities and Conflicts. The College of Medicine Pattern of Administration includes College of Medicine policies, requirements, and restrictions pertaining to supplemental compensation and paid external consulting. The information 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. Additional compensation is for temporary work beyond the faculty member's normal assignments, in an amount appropriate to the allocation of time necessary to complete the extra assignment. The extra assignment should be nonrecurring and clearly limited in time and scope. All activities providing additional compensation must be approved by the Department 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 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

Information on faculty financial conflicts of interest is presented in the University's Policy on Outside Activities and Conflicts. The College of Medicine Pattern of Administration includes College of Medicine policies, requirements, and restrictions pertaining to conflicts of interest and conflicts of commitment.

A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

Faculty members with external funding or otherwise required by University policy must 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, responsibilities, and workload above.

XV. Grievance Procedures

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

A. Salary Grievances

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the Chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter may be eligible to file an appeal with the college's Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Academic Affairs Office of Faculty Affairs (see the Office of Academic Affairs *Policies and Procedures Handbook*, Chapter 4, Section 2).

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 Promotion And Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05.

C. 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 department 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.

D. Harassment, Discrimination And Sexual Misconduct

The Civil Rights Compliance Office exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's policy on equal employment opportunity.

The University'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 or not the students require confidentiality. If confidentiality is not required, the Chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule 3335-8-23.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the Chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

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 Education and Training Committee Chair, who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the department's procedures for addressing allegations of violations of the professional student honor code.