

**Pattern of Administration
for
The Ohio State University
Department of Microbiology**

Approved by the Office of Academic Affairs: 05/26/2026

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PATTERN of ADMINISTRATION
DEPARTMENT of MICROBIOLOGY
DIVISION OF NATURAL AND MATHEMATICAL SCIENCES
COLLEGE OF ARTS & SCIENCES

I. Introduction

This document provides a brief description of the Department of Microbiology as well as a description of its guidelines and procedures. It supplements the Rules of the University Faculty, and other policies and procedures of the university to which the Department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document. This Pattern of Administration must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. In keeping with Faculty Rule 3335-3-35(C)(2), within the first year of their appointment or reappointment, the Department Chair shall review the Pattern of Administration in consultation with the faculty. This and other Departmental documents will be available in the Microbiology Teams folder to facilitate broad faculty input. Any revisions shall be discussed at a meeting of all faculty. At other times, revisions may be proposed by the Department Chair or recommended to the Chair by Departmental committees or members of the faculty. All revisions, as well as periodic reaffirmation, are subject to approval by the College of Arts and Sciences office and the Office of Academic Affairs. Additional departmental documents describe the Graduate and Undergraduate teaching programs and their requirements, and the criteria and procedures for faculty appointments, promotion, and salary adjustments.

II. Mission

The mission of the Department is to provide a comprehensive education in microbiology and to extend, through investigative research, the body of knowledge that forms the discipline of microbiology. Student education is accomplished through formal lectures, laboratory exercises, tutorials and one-on-one discussions and demonstrations. Microbiology is an experimental science and an education in microbiology requires extensive exposure of undergraduate and graduate students to laboratory experiences. The Department's mission therefore includes maximizing student access to appropriate laboratory facilities, research equipment and financial support. The research interests and teaching activities of the faculty in the Department are varied. Faculty members disseminate knowledge and research expertise over a wide range of topics within the discipline of microbiology to students enrolled at OSU and, as a service, also to government, private organizations and to individuals. The multiple missions of the Department of Microbiology, expected by the University of all Departments, are formally designated as teaching, research, and service.

III. Academic Rights and Responsibilities

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

IV. Faculty and Voting Rights

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State. For purposes of governance, the faculty of this Department includes tenure-track, teaching, research, and associated faculty.

This Department makes tenure-track appointments with titles of Instructor, Assistant Professor, Associate Professor, or Professor. Tenure-track faculty may vote in all matters of departmental governance.

This Department makes teaching faculty appointments. Teaching faculty titles are Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor. Teaching faculty may vote in all matters of Department governance except tenure-track appointments, promotion, and tenure decisions; and research faculty appointment, reappointment, and promotion decisions.

This Department makes research faculty 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 teaching faculty appointment, reappointment, and promotion decisions.

A. Teaching Faculty Appointment Cap

Teaching faculty can comprise no more than 20% of the total tenure-track, teaching, and research faculty in the Department.

B. Research Faculty Appointment Cap

Research faculty can comprise no more than 20% of the total tenure-track faculty. A majority vote of the Department's tenure-track faculty is required to alter this appointment cap.

This 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. Associated faculty may be invited to participate in discussions and serve on committees, including *ad hoc* faculty search committees, and may vote on committee-level matters. However, 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 teaching faculty or research faculty. Moreover, associate faculty may not vote in matters of Department governance.

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

V. Organization of Department Services and Staff

A Departmental Manager assists the Department Chair, Vice Chairs, and Department of Microbiology in all aspects of departmental administration. The principal duties for the Department Manager include the following: advise the Department Chair on the preparation of budget requests; document, analyze, approve and/or process expenditures for departmental funds, faculty budget lines, and development funds, and faculty grants and contracts; monitor earnings funds; manage all human resources processing related to faculty and staff; assist and advise the Department Chair on the AMCP Process; supervise departmental administrative staff and undergraduate employees; assist the Department Chair and Vice Chairs with the instructional program (such as scheduling and student data reporting). S/He is the primary contact in the Department of Microbiology for all human resources and fiscal-related requests.

A Program Coordinator serves as the graduate coordinator, purchasing card manager, and travel initiator for the Department of Microbiology. The principle duties of the Program Coordinator include the following: coordinate the collection and review of graduate application materials in collaboration with the Graduate Studies Committee; coordinate graduate student recruitment and welcome events; process graduate student related human resources requests, including hiring; manage departmental purchasing cards and all duties related to purchasing cards; create and submit travel requests for faculty, staff, students, and guests to the Department; review and submit payment requests for faculty, staff, students, and guests to the Department.

A Laboratory Supervisor provides technical evaluation and support for faculty and teaching labs. The principal duties of the Laboratory Supervisor include the following: service and repair research/teaching equipment and laboratory facilities; coordinate the submission of requests for maintenance; advise the Department Chair on departmental and shared faculty equipment needs and purchases; oversee space renovations for the Department; coordinate departmental surplus disposal requests; track and maintain departmental capital equipment; supervise microbiology prep lab staff. S/He may serve as the backup building coordinator for the Biological Sciences building where necessary.

Our Microbiology Preparatory Lab staff members provide support for the Department of Microbiology teaching laboratories. The principle duties of the Microbiology Preparatory Lab staff includes the following: prepare and evaluate culture media and reagents used in departmental teaching laboratories; demonstrate and evaluate laboratory procedures; may assist in laboratory instruction and provide technical support for teaching presentations; prepare media, solutions, glassware and supplies used in teaching laboratories; schedule and oversee production of teaching materials for undergraduate laboratory exercises; order departmental teaching lab supplies and materials.

Our Program Specialists provide teaching support for undergraduate teaching laboratories and lectures to both Microbiology major and non-major students. The principal duties of the program specialists are as follows: develop and execute new educational tools for the Department of Microbiology that are to be used in laboratory and lecture courses; research and implement other methods of teaching to enhance positive learning outcomes of undergraduate lectures and labs; design teaching lab experiments; write and update course text, teaching lab protocols and other instructional materials for both in-class and online use; supervise assigned teaching associates and support staff.

VI. Overview of Department Decision-Making

Policy and program decisions can be made by the faculty of the Department as a whole, by standing or special committees of the Department, or by the Chair. 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. Matters of the most general importance are dealt with first in one of the standing committees and then in a full meeting of the Department. Matters of less importance, or of a more specific nature, may be decided by the Committees themselves or by the Chairperson. Any topic and related decision can be brought for review to a full faculty meeting by being placed on the meeting agenda by the Chairperson, the Committees, or an individual member of the faculty. The Department proceeds on the general principle that the more important the matter, the more widespread the agreement on a decision must be. Open and widely shared discussions, both formal and informal, constitute the primary vehicle for reaching agreement on decisions.

VII. Department Administration

A. Chair

The primary responsibilities of the 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 Chair of the Department has general administrative responsibility for the department's programs. The Chair maintains documentation of all actions covered by the Department's administrative structure. Other responsibilities of the Department Chair, not specifically noted elsewhere in this Pattern of Administration or in the Appointments, Promotion, and Tenure document, are paraphrased and summarized below.

- 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.
- To have general administrative responsibility for departmental programs, subject to the approval of the Dean of the College, and to conduct the business of the Department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To assign workload according to the Department's workload guidelines (see Section IX) and faculty appointment type (and rank).

- To plan with the members of the faculty and the Dean of the College a progressive program; to encourage research and educational investigations.
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both university and Department-established criteria; to inform faculty members when they receive their annual performance and merit review of their right to review their primary personnel file maintained by the Department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- After consultation with the eligible faculty, to make recommendations to the Dean of the College regarding appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their rank; and to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the Department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the Dean of the College.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the Dean of the College and the Office of Academic Affairs.
- To maintain minutes of all faculty meetings and to maintain records of all other actions covered by the pattern of administration

Day-to-day responsibility for specific matters may be delegated to others, but the Department 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 Chair consults with the faculty as a whole on all educational and academic

policy matters, and whenever possible, at a meeting of the faculty. As policy, it is presumed that all decisions are made with the agreement of a majority of the faculty, but situations can arise that conflict with this presumption. Under such circumstance, the Chair will provide a statement that outlines the decision of the majority of the faculty, the decision of the Chair, and the reasons that these may differ. This will be provided to the faculty in writing and communicated at a faculty meeting, with the faculty given an opportunity to comment.

B. Other Administrators

Two Vice Chairs--one for Research and Graduate Affairs, and one for Teaching and Undergraduate Affairs--will assist the Chair. Vice Chairs serve at the pleasure of the Chair, and their appointments are renewable annually by mutual agreement.

Vice Chair for Research and Graduate Affairs

This Vice Chair serves as Chair of the Graduate Studies Committee and is responsible for developing and promoting an outstanding training environment for graduate students, assessing the quality of the graduate programs, and fostering communication between graduate students, their advisory committees and their supervisors, to ensure that all graduate students receive timely and necessary mentorship for success in their graduate programs. This individual also oversees and manages the research interests within the Department, ensures that new faculty are mentored with respect to research policies and procedures and the training of graduate students, and participates in developing vision and strategic planning for research directions.

Vice Chair for Teaching and Undergraduate Affairs

This Vice Chair serves as Chair of the Undergraduate Curriculum Committee and is responsible for the supervision of teaching staff and teaching faculty, the coordination and oversight of all undergraduate courses in the Department, and assessment of the undergraduate program. The Vice Chair, in consultation with the Chair of the Graduate Studies Committee and professional teaching staff, will assign Graduate Teaching Assistantships. The Vice Chair also acts as an ombudsperson for undergraduate courses and serves as the liaison with other Departments and the College of Arts and Sciences on issues of assessment and undergraduate curriculum development.

C. Committees

Departmental committees, with the exception of the Committee of Eligible Faculty, are constituted by faculty, staff and/or students appointed by the Chair of the Department. Committee appointments are normally for one calendar year, from August 15 to May 15, and may be renewed for up to three consecutive years. The Department Chair is an *ex-officio* member of all Department committees and may vote on all committees except the Committee of the Eligible Faculty.

1. Committee of the Eligible Faculty

This committee evaluates and makes recommendations to the Chair regarding promotions and tenure. The Chair of the committee is selected by the Chair of the Department. The procedures and bases of evaluation of the committee and Committee of the Eligible Faculty Chair are described in the departmental document entitled [Criteria and Procedures for Promotion and Tenure](#) (APT Document). A copy of this document, and updates to this document, are provided to all faculty in Microbiology Teams folder.

2. Graduate Studies Committee

The Graduate Studies Committee consists of 5 faculty members with graduate faculty status, and one graduate student who has passed the Ph.D. candidacy examination in the Microbiology Graduate Program. The Vice Chair for Research and Graduate Affairs serves as Chair of the Committee. Faculty members can vote on all issues handled by the Graduate Studies Committee. The student representative is a non-voting member of the committee. The committee has oversight over the Ph.D. and the M.S. programs in Microbiology, including all policies and procedures, recruitment and admission, enrollment, disciplinary quality assurance in graduate learning outcomes, and the overall graduate student experience. It evaluates, recommends, and monitors admission standards, the graduate curriculum and degree requirements. It manages rules for graduate studies that emanate from the Department, the Graduate School, and other units in the University concerned with graduate education. It is formally responsible for the approval of laboratory placements for students, evaluates and nominates applicants for University fellowships, and oversees appointments of graduate teaching associates in consultation with the Vice Chair for Teaching and Undergraduate Affairs. The committee monitors the timely progress of all students and fosters effective communication between the students and their advisory committees to ensure the productive progress of all graduate students in the unit toward their degree. It evaluates and nominates applicants for other forms of financial assistance provided by the Department. The Committee is responsible for maintaining records of current and former graduate students.

3. Undergraduate Curriculum Committee

The Undergraduate Curriculum Committee consists of 3-5 tenure-track faculty, 2-3 teaching faculty and/or staff, and 1 representative non-voting undergraduate student. At the discretion of the Chair of the Committee, the Microbiology academic advisor may also be a non-voting member of the Committee. The Vice Chair for Teaching and Undergraduate Affairs serves as Chair of the Committee. This Committee has primary responsibility for the evaluation and implementation of the Department's classroom and laboratory-based undergraduate teaching. The Committee evaluates and makes recommendations related to changes and improvements in the Microbiology Major and Minor, the content of ongoing and proposed new courses, course prerequisites, and course scheduling. The Committee plans and implements assessment programs, as guided by the Curriculum and Assessment office of the College of Arts and Sciences, and reports its findings to the Chair and College. It responds, as needed, to changes in the General Education requirements in the College of Arts & Sciences, and assists the Chair of the Department in responding to other units considering the introduction or modification of courses that relate to, or interface with, the Department's teaching of Microbiology.

4. Awards Committee

This Committee consists of 3-4 faculty and 1-2 staff members. The Department Chair appoints the Chair of the Committee. The Committee identifies possible award opportunities for faculty, staff, and students, and submits nominations with the assistance of the Chair, as needed.

5. Safety Committee

This Committee consists of 2-3 faculty and 1-2 staff members. The Department Chair appoints the Chair of the Committee. The Committee monitors adherence to and implementation of University policies on all aspects of health and safety.

6. *Ad hoc* Committees

The Department Chair appoints *ad hoc* committees to address specific issues as such needs arise. Examples would be faculty search committees, specific course or program review committees, and committees to develop and write proposals to generate university, state and/or federal support for teaching and research programs related to the Department's mission.

VIII. Faculty Meetings

The Department Chair will provide the faculty with a schedule of Department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A meeting agenda is prepared by the Chair based on input from the Chairs of departmental committees, departmental representatives on College and University committees, and individual faculty members who identify items for discussion. A call for agenda items and a completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the Department faculty will also be scheduled on the 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 will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

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

For purposes of discussing 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 a simple majority of all faculty members eligible to vote.

Either the Chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be decided when a particular position is supported by at least a majority of all faculty members eligible to vote.

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 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.

All tenured and tenure-track faculty, teaching faculty, research faculty, and associated faculty with salaried appointments in the Department of Microbiology are invited to all faculty meetings. Individuals holding other appointments may be invited as appropriate. A graduate student and a staff representative are invited to attend faculty meetings.

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. Course instructors should hold regular office hours and/or be available to meet with individual students by appointment. Faculty with research programs are expected to regularly hold individual and group meetings with their mentees. 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. Faculty duties in the Department of Microbiology include research, instruction at both the graduate and undergraduate levels, and professional service both on and off campus. The Chair has the responsibility to assure that faculty members have assigned duties commensurate with fulfilling the Department's mission, and with their appointments. The Chair has the primary responsibility and authority to assign teaching and Departmental service activities. Faculty members are expected to exercise self-determination in committing their time to scholarship and other professional activities. The Chair will not approve a faculty member's request for relief from a Departmental obligation to devote time to personal or professional interests if these are not considered to be in the best interests of the Department.

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

In crisis situations, such as life-threatening disease 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. Any such assignment changes must be considered in annual reviews and promotion and reappointment reviews.

Regional campuses are responsible for assigning workload to their faculty as outlined in their governance documents. The details in this section pertain only to Columbus campus faculty.

A. Tenure-track faculty

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

1. Scholarly Activity

The acquisition of new knowledge through research is the primary scholarly activity of the faculty the Department of Microbiology. This activity also provides the basis and opportunity for individualized education and training of students (see below). All faculty are expected to develop and maintain an independent, externally funded research program. 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](#). Evidence of strong research activity will be documented primarily by the publication of original, peer-reviewed reports in scientific journals. Additional evidence will be required in the form of review articles, book chapters, books and/or scientific presentations at national and international meetings and at other institutions. Local support will be provided initially to help a faculty member equip and establish their research program. Every faculty member is then expected to obtain extramural research funds to provide continuing financial support for their research and laboratory personnel. When appropriate to the field of inquiry, faculty members are also encouraged to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

2. Instructional Activity

All tenure-track faculty participate in instruction, which includes both classroom teaching and individualized student education and training. The standard teaching workload expectation for full-time tenure-track faculty is forty to fifty percent time allocation to total workload according to the university [workload guideline](#).

The department chair is responsible for making teaching assignments on an annual basis in consultation with the divisional dean 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 and the college. 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 and no tenure-track faculty member may teach fewer than one formal course per year unless on a full-year FPL, an approved unpaid or medical leave, or otherwise following approval of the divisional dean. Conditions under which the classroom teaching responsibilities for individual faculty members may be adjusted are described in Section X.

Some courses are team taught, and the standard classroom teaching assignment may be distributed over several courses. In addition to the classroom teaching, this responsibility includes the considerable time required to develop new courses and to update course materials annually, to write and grade examinations and laboratory reports, and to conduct both formal and informal review sessions. Advanced courses for graduate students are developed and taught on contemporary and topical themes. For faculty with less than a 100% appointment in the Department of Microbiology, this teaching responsibility will be reduced in line with their percentage appointment and as described in the memorandum of understanding agreed upon with the unit with which they share an appointment. As a policy, classroom-teaching responsibilities will be higher for faculty with less active research programs. Classroom-teaching responsibilities may be reduced for new faculty (in their first year of appointment) or in rare cases for faculty with exceptionally large research programs or service responsibilities.

Individualized instruction is essential to the education and development of future scientists, and this constitutes a major teaching responsibility of the faculty in the Department of Microbiology. All tenure-track faculty are expected to participate in individualized instruction, training multiple students in the laboratory on a continual basis, a large time commitment. This teaching is primarily focused on research instruction and supervision at the undergraduate and graduate levels. Faculty are also expected to participate in laboratory rotations for first year graduate students, provide academic and career advice to undergraduate and graduate students, organize and supervise seminars, organize group meetings and workshops, participate in general examinations and dissertation examinations, advise and assist students as they apply to graduate and professional schools or postdoctoral positions, assist students who are competing for scholarships and fellowships, and other such activities that are inherent to education in the academic setting.

3. Service

All tenure-track faculty are expected to be engaged in service to the department, with broader service expectations at higher ranks. The standard service workload expectation for full-time tenure-track faculty members is 10-20% of time allocation to total workload according to the university [workload guideline](#). These include but are not limited to committee assignments at the Department, College and University level and service to state, national or international organizations. Faculty are expected to review research manuscripts and grant proposals, serve as members of editorial boards and grant review panels, and to provide their professional knowledge as a service to individuals and organizations both on and off campus. Untenured faculty, who are establishing their independent research programs and initiating their teaching activities, will have fewer assigned service responsibilities than tenured faculty. Senior level faculty are expected to undertake leadership roles in their service activities.

The department chair discusses and assigns service workloads during annual performance and merit reviews. The department chair may make adjustments to the standard service assignment for individual faculty who are directing a very large research program with unusually high levels of funding. Such a faculty member will provide a high level of individualized instruction in line with their increased research activity.

When heavy external 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, the voluntary heavy external 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.

4. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). The information provided below supplements these policies.

An SA releases a tenure-track faculty member from some regular duties for a period of up to one full semester so that they may concentrate on a unique research, service or teaching endeavor or invest in a relatively brief professional development opportunity. Probationary tenure-track faculty whose offer letter provides one or more course reductions during the probationary period are typically not eligible for an SA. Reasonable efforts will be made to award SA opportunities to all other faculty members subject to the quality of faculty proposals, including their potential benefit to the Department or University, and the need to assure that sufficient faculty are always present to carry out Department work. Written requests for SAs by faculty should indicate the nature of the assignment and the impact the assignment will have on the faculty member and the institution and sent to the Chair. The Chair in conjunction with the Vice Chairs will evaluate all SA proposals. 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. The Chair will also indicate how the unit will accommodate the loss of research, teaching, or service that results from the change in duties.

B. Teaching Faculty

Teaching faculty appointments exist for faculty members who focus principally on the educational needs for Microbiology. Teaching faculty members are expected to contribute to the Department's research and education missions, as reflected by participation in undergraduate program development and teaching. Teaching faculty members are expected to contribute to the University's mission via teaching and service. The standard workload expectations for full-time teaching faculty members are 65-100% teaching, 0-30% scholarship, and 0-30% service. Teaching and service assignments are determined at the time of appointment or reappointment and specified in the letter of offer to the individual faculty member. Teaching faculty members are expected to contribute to the university's mission via teaching and service, and, for those promoted to or seeking promotion to the rank of professor, scholarship.

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 their expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the Department'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 are spelled out in the letter of offer.

D. Associated Faculty

For associated faculty, expected contributions to the Department with respect to teaching, research and service vary. 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. Specific expectations for each associated faculty will be detailed in their appointment letter and updated through the annual performance review process. For associated faculty holding partial appointments in the Department, expected contributions will be defined in a memorandum of understanding between the Department of Microbiology and the unit with which the appointment is shared.

E. Modification of Duties

The Department of Microbiology strives to be a family-friendly unit. To this end, the Department is committed to adhering to the College of Arts and Sciences 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](#) for additional details. See also 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. A faculty member who is relieved of teaching duties for a semester under the College of Arts and Sciences' modified duties process cannot be required to make up the teaching at a later time.

X. Course Offerings, Teaching Schedule, and Grade Assignments

The Department Chair will annually develop a schedule of Columbus campus course offerings and teaching schedules in consultation with the faculty. However, the dean and divisional deans are responsible for approving course offerings and teaching assignments.

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

In order to achieve equitable workloads for all faculty, the teaching responsibilities for an individual faculty member may be adjusted in response to variations in research, service, and other activities. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced 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, subject to the approval of the divisional dean. Likewise, faculty members who are relatively inactive in research can be temporarily assigned an enhanced teaching status that includes an increased teaching assignment subject to the approval of the divisional dean. Except where an FPL, SA, or MOU specifies otherwise, tenure-track/tenured faculty should not be assigned a research allocation below 20%. Increases in teaching effort should not serve as a long-term response to lack of performance in other areas.

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 Department 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 faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the Chair.

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

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

The allocation of salary funds is discussed in the [Appointments, Promotion and Tenure Document](#).

XII. Leaves and Absences

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. In general, there are four kinds of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)). 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 Department Chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details, see OHR [Policy 6.27](#).

C. Unpaid Leaves of Absence.

The University's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR [Policy 6.45](#). The College requires that the Divisional Dean be informed of the unpaid leave of absence.

D. Faculty Professional Leave (FPL).

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leave (FPL). Faculty members who desire an FPL should discuss the matter with the Department Chair as early as possible – advance planning of at least a year is often required for a successful FPL. The Department Chair will advise whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. ASC maintains and posts an annual schedule for reviewing FPL requests, which typically requires submission of proposals in early January of the academic year preceding that in which FPL is requested.

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](#).

In some circumstances, a modified workload for a period of time may offer a better solution than the use of leave. The College of Arts and Sciences has developed a modified duty practice for faculty that exists within the framework of the university's leave policies. See Section IX.E. of this document and Appendix A in the College of Arts and Sciences' [Pattern of Administration](#) for more details.

XIII. Additional Compensation and Outside Activities

Information on faculty additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on outside activities is presented in the [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 activities providing supplemental 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 supplementally 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 Department 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](#). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research. Faculty members with external funding or otherwise required by university policy are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action. In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities. Further information about conflicts of commitment is included in section IX above.

XV. Grievance Procedures

A. Salary Grievances

A faculty or staff member who believes that their salary is inappropriately low should discuss the matter with the Department 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 of Arts and Sciences Faculty Salary Appeals Committee as described in the college's Pattern of Administration. A formal salary appeal can also be filed with the Office of Faculty Affairs in the Office of Academic 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 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 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

Faculty members will report any instances of academic misconduct to the [Committee on Academic Misconduct](#) in accordance with the [Code of Student Conduct](#). See also Board of Trustees Rule [3335-23-05](#).