

PATTERN OF ADMINISTRATION
for
DEPARTMENT OF MOLECULAR GENETICS

Approved by the Faculty: 05/15/2025

Revision Approved by the Office of Academic Affairs: 10/7/2025

TABLE OF CONTENTS

I.	INTRODUCTION.....	1
II.	MISSION	1
III.	ACADEMIC RIGHTS AND RESPONSIBILITIES.....	1
IV.	FACULTY AND VOTING RIGHTS.....	2
	A. Tenure-track appointments	2
	B. Teaching Faculty appointments.....	2
	C. Research Faculty appointments.....	2
	1. <i>Teaching Faculty Appointment Cap.</i>	2
	2. <i>Research Faculty Appointment Cap.</i>	2
	D. Associated Faculty appointments	2
	E. Courtesy appointments.....	3
	F. Emeritus faculty	3
V.	ORGANIZATION OF DEPARTMENT SERVICES AND STAFF	3
VI.	OVERVIEW OF DEPARTMENTAL DECISION-MAKING.....	3
VII.	DEPARTMENT ADMINISTRATION	4
	A. Administrative Duties of the Chair	4
	B. Other Administrators	5
	C. Committees	6
	1. <i>Committee of the Eligible Faculty</i>	6
	2. <i>Curriculum Committee</i>	6
	3. <i>Undergraduate advising committee (MG-UAC)</i>	7
	4. <i>Graduate Studies Committee (MG-GSC)</i>	7
	5. <i>Graduate Recruitment Committee (MOLGEN-GRC)</i>	8
	6. <i>Seminar Committee</i>	9
	7. <i>Recognition and Awards Committee</i>	9
	8. <i>Community, Access, Relations, and Engagement Committee</i>	10
	9. <i>Faculty development and mentoring committees</i>	10
	10. <i>Ad Hoc Committees</i>	10
VIII.	FACULTY MEETINGS.....	10
IX.	DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD	12
	A. Tenure-Track Faculty	12
	1. <i>Special Assignments</i>	15
	B. Teaching Faculty	15
	C. Research Faculty	16
	D. Associated Faculty	16
	E. Modification of Duties.....	16
X.	COURSE OFFERINGS, TEACHING SCHEDULES, AND GRADE ASSIGNMENTS	17
XI.	ALLOCATION OF DEPARTMENT RESOURCES	17

XII.	LEAVES & ABSENCES	18
A.	Discretionary Absence	18
B.	Absence for Medical Reasons.....	19
C.	Unpaid Leaves of Absence.....	19
D.	Faculty Professional Leave (FPL)	19
E.	Parental Leave.....	19
XIII.	ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES	20
XIV.	FINANCIAL CONFLICTS OF INTEREST	20
XV.	GRIEVANCE PROCEDURES.....	21
A.	Salary Grievances	21
B.	Faculty Promotion and Tenure Appeals.....	21
C.	Faculty and Staff Misconduct.....	21
D.	Harassment, Discrimination, and Sexual Misconduct.....	21
E.	Violations of Laws, Rules, Regulations, or Policies	22
F.	Complaints by and about Students	22
G.	Academic Misconduct.....	22

I. INTRODUCTION

This document provides a brief description of the Department of Molecular Genetics (MOLGEN) 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 College of Arts and Sciences (ASC) and the University to which the department and its faculty are subject. The latter rules, policies and procedures take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. 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. Any revisions shall be made with broad faculty input, obtained through use of ad hoc committees as needed, followed by discussion and voting at a full meeting of the faculty. At other times, revisions may be proposed by the Department Chair or recommended to the Department Chair by unit 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 office and the Office of Academic Affairs.

II. MISSION

The Mission of the Department of Molecular Genetics is to:

- Perform outstanding research in molecular, cellular, and developmental genetics and genomics using a diversity of established and emerging models and systems;
- Provide and develop evidence-based education and training for our undergraduate, graduate, and postdoctoral scholars and research staff that prepares them for future careers and as the next generation of critical thinkers and community members;
- Promote interdisciplinary collaborations via joint faculty and participation in Centers and Institutes that connect departments and colleges across the university;
- Perform service to the university and the scientific community, and the general public;
- Engage with the general public through outreach;
- Promote and sustain an environment that fosters belonging, creativity, and equity by respecting and welcoming all backgrounds, perspectives, and ideas.

All faculty participate in educating undergraduate and graduate students both in the classroom and through their research programs. The faculty members have strong records of funding from national agencies. We publish impactful papers in respected, peer reviewed journals and are invited to present research at national and international meetings; several faculty members are recipients of national research awards. The outstanding reputation of our research has translated into excellent undergraduate and graduate programs that provide state-of-the-art preparation for careers in modern biology.

The Department has a constant goal of increasing the quality of our endeavors in all these areas. Our guidelines on faculty duties, responsibilities, and workload (See POA section IX) are consistent with our mission and reflect the criteria for appointments, promotion, and tenure, and for merit salary increases and other rewards outlined in our governance documents.

III. ACADEMIC RIGHTS AND RESPONSIBILITIES

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

for addressing concerns.

IV. FACULTY AND VOTING RIGHTS

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

A. Tenure-track Faculty appointments

The department makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty with MOLGEN as their TIU may vote in all matters of departmental governance.

B. Teaching Faculty appointments.

Teaching faculty titles are assistant teaching professor, associate teaching professor, and teaching professor. Teaching faculty may vote in all matters of departmental governance except tenure-track faculty appointments, promotion and tenure decisions, and research faculty appointments, reappointment and promotion decisions. Teaching faculty may participate in discussions of teaching faculty matters including promotion reviews for which they are eligible.

C. Research Faculty appointments.

Research faculty titles are research assistant professor, research associate professor, and research professor. Research faculty may vote in all matters of departmental governance except tenure-track faculty appointment, promotion and tenure decisions, and teaching faculty appointment, reappointment and promotion decisions. Research faculty may participate in discussions of research faculty matters including promotion reviews for which they are eligible.

1. Teaching Faculty Appointment Cap.

This department's appointment cap on teaching faculty in relation to the total of tenure-track, clinical/teaching/professional practice and research faculty is established in the [college pattern of administration](#).

2. Research Faculty Appointment Cap.

The department's number of research faculty will be no more than 20% of the number of tenure-track faculty, with research faculty positions always constituting a minority with respect to the number of tenure-track faculty in the unit. A majority vote of the department's tenure-track faculty is required to alter this appointment cap.

D. Associated Faculty appointments

Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, lecturer titles, and visiting titles. Faculty in these groups may be invited to participate in discussions of non-personnel matters, but may not participate in personnel matters, including appointment, reappointment, promotion, and tenure reviews, and may not vote on any matter.

E. Courtesy appointments

Courtesy appointments are made to faculty who hold tenured or tenure-eligible appointments in other tenure-initiating units at this university. Faculty with courtesy appointments may be invited to participate in discussions of non-personnel matters, but may not participate in personnel matters including appointment, reappointment, promotion, and tenure reviews, and may not vote on any matter.

F. Emeritus faculty

Emeritus faculty in this department may be invited to participate in discussions of non-personnel matters, but may not participate in personnel matters, and may not vote on any matter.

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

V. ORGANIZATION OF DEPARTMENT SERVICES AND STAFF

A Departmental Manager assists the Department Chair, Vice Chairs, and Department of Molecular Genetics in all aspects of departmental administration. The Department manager serves as the direct supervisor for most departmental staff employees. They are also the primary contact in the Department of Molecular Genetics for all human resources and fiscal related requests. Together with departmental staff, the Department Manager ensures that the following duties are performed:

- Support and advise the Department Chair on the preparation of budget requests;
- Documentation, analysis, approval and/or processing of expenditures for departmental funds, faculty budget lines, and development funds, and faculty grants and contracts;
- Monitoring of earnings funds;
- Management of all human resources processing related to faculty and staff;
- Assistance and advise the Department Chair on the AMCP Process;
- Assistance for the Department Chair and Vice Chairs with other duties as needed.

Additional staff support the greenhouses and plant growth facilities under departmental oversight, serve as graduate program coordinator for the departmental graduate program, provide technical and teaching support for research and teaching labs, and provide support for the teaching and curricular mission.

Specific duties of additional members of the Molecular Genetics Staff are communicated to the department at the beginning of each academic year and updated as needed.

VI. OVERVIEW OF DEPARTMENTAL DECISION-MAKING

Policy and program decisions are made in a number of ways: by the department faculty as a whole, by standing or special committees of the department, or by the chair. The nature and importance of any individual matter determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Open discussions, both formal and informal, constitute the primary means of reaching consensus on decisions of central importance.

Matters of the most fundamental importance are first addressed in one of the standing or ad hoc committees and then in a full departmental meeting. This is the case, for example, for all important policy matters for which the chair will consult with the faculty as a whole. Such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole. Matters of less importance or of a more specific nature may be decided by the committees themselves or by the chair. Any topic and related decision may be brought for review to a full departmental meeting by being placed on the meeting agenda by the department chair, the committees, or an individual member of the faculty.

VII. DEPARTMENT ADMINISTRATION

A. Administrative Duties of the Chair

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

Other responsibilities of the department 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 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 department members to adapt to changing contexts.
 - Drive cross-functional collaborations to advance goals of the department.
 - Demonstrate commitment to continuous growth for themselves and their teams.
2. To have general administrative responsibility for 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.
3. To plan with the members of the faculty and the dean of the college 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 review by the faculty.
6. 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.

7. After consultation with the eligible faculty, to make recommendations to the dean of the college regarding appointments, reappointments, promotions, dismissals, and matters affecting the work of members of the department's faculty, in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure Document.
8. To see that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their appointment type and rank; and, in general, to lead in maintaining a high level of morale.
9. To maintain a curriculum vitae for all personnel teaching a course 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 benefit from this kind of assistance.
11. To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
12. To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.
13. To maintain minutes of all faculty meetings and to maintain records of 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 the department's academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The department chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the department chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B. Other Administrators

Two Vice Chairs will be chosen by the Department Chair from the tenured ranks of the MOLGEN faculty. Vice Chairs will be compensated for this responsibility according to the policies established by the College of Arts and Sciences. Vice chairs will assist the Department Chair in a subset of the above responsibilities (1-5, 8, 10-13) throughout the year as agreed upon by the Department Chair and Vice Chairs. Thus, in this document some references to "Chair" may include Vice Chairs.

C. Committees

Departmental committees are constituted by faculty members, staff, and students appointed by the chair of the department except when superseded by the committee descriptions below. Membership and chairing of committees are open to all faculty, tenure track (regardless of FTE appointment), teaching faculty, research faculty, lecturers, adjuncts, and courtesy appointments, except when superseded by the committee descriptions below. Unless otherwise indicated in committee descriptions, a graduate student representative with voting rights can be added to any committee.

Each academic year the Department Chair will prepare a list of standing Departmental committee assignments. Faculty will be given an opportunity to supply input on the assignments before the assignments are finalized in consultation with the Chair. Committee Chair appointments are made by the Department Chair in consultation with members of each committee. In general, appointments are of two years duration with opportunity for reappointment.

When members are sought for college committees, the Department Chair will announce these opportunities to the faculty. In situations where multiple members of the department express interest, an election may be held to provide advice to the Chair to determine the departmental representative and/or nominee.

The Chair is an ex officio member of all Department committees and may vote as a member on all committees except the Committee of the Eligible Faculty (described in the [Appointments, Promotion, and Tenure document](#)). The standing committees are:

1. *Committee of the Eligible Faculty*

The makeup and duties of the Committee of the Eligible Faculty are outlined in the departmental APT document. Associated faculty, faculty with courtesy appointments, and graduate students are never eligible to serve on this committee.

2. *Curriculum Committee*

The Curriculum Committee is composed of a Chair, and at least two other tenure track faculty members. When possible, additional members including a member of the teaching faculty, a graduate student member, and a staff member with student-facing duties will be appointed to the committee. If possible, the departmental representatives to the College Curriculum Committee and the Center for Life Science Educations (CLSE) curriculum committee should be members of the departmental Curriculum committee. In support of the duties of the Curriculum Committee, ad hoc subcommittees of the Curriculum Committee can be appointed by the chair of the Curriculum Committee in consultation with the department chair.

The duties of the Curriculum Committee are to:

- Oversee all matters related to development of and changes in the undergraduate and graduate curricula;
- Provide support to faculty developing or updating new coursework;
- Provide advice to the Chair on scheduling of courses and faculty assignments to courses;
- Monitor, and evaluate the quality of the undergraduate curriculum to determine what changes might be necessary, and to report recommendations concerning such changes to the Chair of

- the Department and the faculty at least biennially;
- Monitor the graduate curriculum jointly with the graduate studies committee;
- Complete annual curricular assessments (in coordination with the graduate studies committee) and share critical findings with the faculty.
- Assist the chair of the department in responding to requests from other departments concerning the introduction or modification of courses that relate to, or interface with, the teaching of MOLGEN courses;
- Keep abreast of university education requirements and courses taught in other disciplines and professional schools, so as to best carry out the above duties.

3. *Undergraduate advising committee (MG-UAC)*

The Undergraduate advising committee is composed of a Chair, at least three tenure-track or teaching faculty members who serve as honors advisors and/or advisors to non-honors majors, and a staff member with student-facing duties. The staff member will generally be the ASC advisor assigned to support the Molecular Genetics undergraduate programs.

The duties of the MG-UAC are:

- Advising undergraduate students in the Molecular Genetics major program or minor program on the requirements and options for the successful completion of a Molecular Genetics major or minor;
- Approving requests from students using independent research credits as required or elective credit in the major or minor;
- Collecting required research descriptions from students who choose to use independent research credits to satisfy the required laboratory experience and sharing those samples with the curriculum committee;
- Supporting students in the combined BS/MS program, including serving as advisor of record when required;
- Identifying potential emerging issues and opportunities relevant to the Molecular Genetics major and minor programs and bring them to the attention of the curriculum committee chair and the department chair;
- One or more members of the undergraduate advising committee will additionally be responsible for coordinating undergraduate student activities, including the MOLGEN Student Organization, student advising, student transfer credit evaluation, and honors student activities;

4. *Graduate Studies Committee (MG-GSC)*

This committee oversees the current students in the MOLGEN graduate programs and monitors the graduate curriculum in conjunction with the Curriculum Committee. The MG-GSC is composed of at least 3 tenure-track faculty members. If possible, one MG-GSC faculty member will also serve on the MG-GRC (this joint appointment will be for a single year with the possibility of reappointment). The MG-GSC is assisted in their duties by the graduate program coordinator. Graduate students may not serve on this committee, though the MG-GSC may reach out to the graduate student union for their input on relevant topics.

The duties of the MG-GSC include:

- Evaluation, recommendation, and monitoring of degree requirements;

- Management of the rules for graduate studies, which emanate from the department, the graduate school and other units in the university concerned with graduate education;
- Monitoring the progress to degree of current graduate students including timely completion of the candidacy exam and yearly thesis committee meetings;
- Coordinating with the curriculum committee in the annual assessment of the graduate program;
- Consulting with the Chair of MOLGEN with regards to the evaluation and appointment of students as GTAs;
- Consulting with the Chair of MOLGEN and the involved parties in facilitating resolution of student-faculty conflicts that have reached the point of creating a dysfunctional professional relationship;
- Coordinating nomination of current students for University awards and notification to students of external grant and research award programs;
- Coordination of yearly rotation talks and assisting in coordination of the student seminar presentations and the Falkenthal Colloquium;
- Development, periodic revision, and enforcement of the rules and regulations set forth in the Department's Graduate Student Handbook.
- Updating the graduate program website to maintain current information relevant to the program;
- Coordination of the nomination and appointment of faculty to the MOLGEN Graduate Faculty;
- Review of Tenure-track MG Faculty every five years for Graduate Faculty status. According to the [Graduate School Handbook](#), eligible P status faculty should be “engaged in an active program of research, scholarship, or creative activity, or demonstrate significant promise of establishing such a program”. New tenure-track faculty coming to the Department will be recommended for P Status based on the “promise of establishing” an active program of research, which is the criterion that has been used in the past. The following are the two criteria that should be met for continuation of P status:
 - Demonstrated scholarship activity by having published at least one original paper, review, book or book chapter in the past five years.
 - Participated in Graduate Student Instruction by having served at least once in the past five years as an advisor for a masters or doctoral candidate or as a member of a Doctoral, Candidacy, or Masters Committee.

5. ***Graduate Recruitment Committee (MOLGEN-GRC)***

This committee oversees and coordinates recruitment of incoming students into the MG graduate programs. The MG-GRC is composed of at least three tenure-track faculty members. If possible, one MG-GSC faculty member will also serve on the MG-GRC (this joint appointment will be for a single year with the possibility of reappointment). The MG-GRC works closely with the MG Graduate Program Coordinator staff member, who assists with assembling application packets for review, entering data and decisions, and recruitment visit logistics, among other tasks. Student members of the committee are selected by the committee chair in consultation with the department chair. Student members will assist in recruitment efforts, but will not review applications or vote on admissions decisions.

The duties of the MOLGEN-GRC include:

- Evaluation, recommendation, and monitoring of admission standards;
- Preparation and dissemination of materials to prospective students regarding the MG Graduate Program and admission to the Program;
- Coordination of external recruiting activities;
- Coordination of recruitment, including initial screening of applicants' files and coordination and oversight of interviews;
- Evaluation and admission of applicants;
- Evaluation and nomination of applicants for university and other first year fellowships.

6. *Seminar Committee*

The MOLGEN Seminar Committee will be composed of at least three MOLGEN tenure-track, teaching, or research faculty, chosen by the Department Chair and when possible one graduate student elected by the MOLGEN Graduate Student Union (GSU). The faculty named will include the organizers of the named lectureships (Waller Lectureship, Biao Ding Memorial Lectureship etc), the faculty organizer of the Falkenthal Colloquium, and the faculty organizer of the MOLGEN 7890 course.

The duties of the Seminar Committee include:

- Oversight and development of the Department seminar program;
- Soliciting recommendations for speakers from the faculty, post-docs, graduate students, and developing a semester seminar schedule from those recommendations;
- Appointing an individual, typically the Seminar Committee Chair or a faculty or graduate student host, to contact possible speakers, determine their availability, schedule their seminar visit, and coordinate their local arrangements;
- Organization of the MOLGEN named lectureships (Waller Lectures, Biao Ding Memorial Lecture, etc.), the Postdoctoral Virtual seminar series, and the Falkenthal Colloquium to coordinate scheduling of these special lectures into the regular seminar schedule;
- Coordination of the graduate student mid-career seminars with the MG-GSC.

7. *Recognition and Awards Committee*

The charge of this committee is to promote the recognition of research, teaching, and service activities by the faculty, graduate and undergraduate students. This committee is composed of three MOLGEN tenure-track, teaching, or research faculty and when possible, one graduate student elected by the MOLGEN- GSU.

The duties of the Recognition and Awards Committee include:

- Recognition of research activities by the faculty, staff, graduate and undergraduate students;
- Recognition of teaching and service activities by the faculty, staff, graduate and undergraduate students;
- Dissemination of information on the research accomplishments of the faculty and staff and students to the university, local and the national community;
- Identifying potential award programs with the assistance of the chair and reviewing and nominating qualified faculty, staff and students for university, regional, national and

international awards. In this endeavor, the committee will request recommendations from the faculty, staff and students.

- Nomination of candidates for awards and preparation of nomination packages.

8. *Community, Access, Relations, and Engagement Committee*

The Community, Access, Relations, and Engagement (CARE) Committee is composed of a Chair (a tenure track member of the MOLGEN faculty appointed by the Department Chair), two additional MOLGEN tenure-track, teaching, or research faculty members, 1-2 staff members (a teaching, research, or administrative staff member, and/or postdoctoral fellow), 1-2 graduate students, and up to 3 undergraduate students. The staff and student members serve one-year terms and are elected by their respective constituencies. The MOLGEN Vice Chair for Research serves on the committee for the duration of their administrative appointment. The two other faculty members are appointed by the Department Chair and serve two-year terms, with staggered appointments. Individual responsibilities of each committee member are to: 1) attend regular committee meetings (minimum of 4 meetings per year), 2) attend at least one committee-relevant conference or training session per year and report back to the committee, and 3) assume additional committee duties appropriate to their academic appointment.

The duties of the Community, Access, Relations, and Engagement (CARE) Committee are to:

- Review Department, College and University rules and procedures concerning teaching, training, mentoring, recruitment, promotion, retention, and advancement with the goal of supporting all department members at all academic levels;
- Suggest changes to departmental policies, procedures, and/or practices that forward the committee mission;
- With the Department Chair, promote a welcoming environment where all department members can thrive;
- With the Department Chair, secure and maintain funding to financially support departmental initiatives that align with the committee's mission.

9. *Faculty development and mentoring committees*

Faculty development and mentoring committees are assigned for all probationary faculty to provide support during the probationary period. The detailed expectations for these committees are found in Appendix B of the Departmental APT document.

10. *Ad Hoc Committees*

Ad hoc committees, such as faculty search committees, will be formed by the Chair as necessary to address special issues that may arise. Assignments to these committees will be based on the interests of individual faculty members and the needs of the Department. The members and Chair of such committees will be appointed by the Chair of the Department.

VIII. FACULTY MEETINGS

The department chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. Faculty meetings are scheduled approximately once per month during the academic year and must occur at least once per semester. Faculty are informed in advance of the date, time, location and preliminary agenda. Additional meetings may be called as necessary if

regular meetings are insufficient to deal with pending issues. A meeting of the department faculty will also be scheduled on written request of 25% of the faculty. The department chair will make reasonable efforts to hold that meeting within one week of receipt of the request. All departmental faculty defined in section IV A-F are automatically invited to all faculty meetings. A graduate student-elected representative is also invited to attend faculty meetings except for portions that include discussion of personnel matters, and evaluations of faculty or graduate students, and may indicate their views or those of their constituencies, but they may not vote. Other individuals may be invited when appropriate. Regular attendance at faculty meetings is expected of all tenure-track faculty. Teaching faculty and research faculty are encouraged to attend if possible.

Meeting agendas are prepared by the department chair in consultation with Vice Chairs, chairs of committees, departmental representatives on college and university committees and individual faculty members who indicate items for discussion. Topics not included in the announced agenda may be added at the meeting by any participant, as time permits.

As with P&T decisions, proxy voting by faculty who are not present in-person or virtually at the faculty meeting is not permitted. Faculty who cannot attend the meeting, or who must leave during the course of a meeting may request that their opinions on matters be shared at the meeting, and such contributions will be included in the minutes.

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

Minutes of faculty meetings taken and distributed to all members of the faculty and to representatives of MOLGEN Graduate Students before the next faculty meeting. These minutes may be amended at the next faculty meeting by a simple majority of the faculty who were present at the meeting covered by the minutes. A copy of the minutes, or recordings, will be maintained in the departmental office or electronically. Minutes and any recording are public records, and subject to Ohio public record laws.

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. Votes that abstain from the matter at hand do not count towards a quorum.

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

When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the department chair will necessarily make the final decision. The department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally faculty meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

IX. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, 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 performance and merit review by the department chair based on departmental needs as well as faculty productivity and career development. When a faculty member's contributions decrease in one of the areas in which they contribute, additional activity in one or more areas is expected.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and department meetings and events even if they have no formal course assignment. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours in order to be readily available to students. The department requires a minimum of one hour of scheduled office hours per week. 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 demands and resources in the Department and College, and the individual circumstances of faculty members, may warrant temporary deviations from the 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 the university 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 Outside Activities and Conflicts](#).

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 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 tripartite mission of teaching and mentoring, research and scholarship, and service. Duties outlined below refer to faculty with 100% FTE appointments in the department, and an appointment to the Columbus campus. The workload expectations for faculty with a TIU appointment in the department that is >0% but <100% will be defined in discussions with the chair (and when relevant, the TIU head of any other relevant unit). Workload expectations for faculty with appointments to a regional campus are the responsibility of the regional campus dean, as governed by the regional campus governance documents.

Research and Scholarship

All tenure-track faculty members are expected to be engaged in research or scholarship as defined in the department's [Appointments, Promotion, and Tenure Document](#). The standard research workload expectation for full-time tenure-track faculty members is 45% time allocation to total workload according to the university [workload guideline](#). Over a three-year rolling period a faculty member who is actively engaged in scholarship will be expected to regularly publish high-quality papers, reporting on the results of original research, in peer-reviewed journals. Other publication types including review papers, methods, and chapters in appropriate venues also reflect research activity. While publications are the most important indicator of productivity, original thinking, and scholarship, presentation of original research at local, national and international meetings of professional societies, and invited seminars at colleges, universities and research institutions are considered a reflection of scholarly activity. Faculty engaged in basic or applied research are expected to attract funding to support their work, and to regularly submit proposals for extramural support. Faculty engaged primarily in pedagogical research have limited expectations for external grant funding. 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.

In some cases, effort assigned to research and scholarship may be altered in discussion with the department chair. Faculty with intermediate research activity (10-40% effort) demonstrate some degree of ongoing research by any of the following: lower publishing rates, limited funding that partially supports their program, and mentoring of research personnel. Faculty with low research activity (5-10% effort) are those who have an extended period with no research funding, no publications, no external grant applications, and no mentoring of research personnel/trainees in their labs. These faculty may still engage in research with undergraduates and may serve on graduate and undergraduate thesis committees. Faculty with intermediate or low scholarly activity will have increased expectations for didactic teaching and service as outlined below.

Alterations from the typical scholarship expectations will be outlined during the annual review process.

Teaching/Mentoring

All tenure-track faculty are expected to contribute to the department's missions in teaching and mentoring. This involves didactic teaching including large enrollment and specialized courses in both the undergraduate and graduate curriculums. Faculty members are also expected to mentor undergraduate and graduate students and other research trainees and to supervise independent studies and thesis and dissertation work. The standard teaching/mentoring workload expectation for full-time tenure-track faculty members is 40% time allocation to total workload according to the university [workload guideline](#). This effort is met through a combination of didactic teaching and research mentoring that is the equivalent of 9.6 credit hours per year as outlined below:

Didactic teaching: Typically, a full-time (9-month) tenure-track faculty member with a 100% appointment in the department will be responsible for 4 credit hours of formal classroom instruction (e.g., one 3 credit course plus 1/3 of a team-taught course per year). Didactic teaching loads are calculated over a three-year running window, allowing heavier didactic teaching in one year to be offset by lighter assignments in other years. Some courses are team taught, and this instruction may be

distributed over several courses. In addition to the in-classroom teaching, this responsibility includes the considerable time required to update course materials annually, to write and grade examinations and laboratory reports, and to conduct both formal and informal review sessions. Adjustments to the standard didactic 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 or in person time involved in teaching the course (including preparation time for laboratory sections and service-learning courses). Oversight of discussion sections or laboratory sections led by graduate students will also be considered as part of the didactic teaching workload. Adjustments to the standard contact hours credited for didactic teaching for such courses can be modified in negotiation with the department chair.

Mentoring/individualized teaching: The remainder of the expected teaching and mentoring effort is typically accomplished through individualized research mentoring, which requires a large time commitment and is a critical teaching responsibility in the department. All faculty are expected to provide individualized instruction/mentoring to multiple trainees at a time on an ongoing basis. This represents a large time commitment equivalent to at least 6 credit hours per year. This includes individual research supervision of graduate students, undergraduate students, postdoctoral fellows and other trainees in the lab, and may be reflected in MolGen 4503, MolGen 4998(H), MolGen 4999(H), MolGen 5193, MolGen7999, MolGen8999, and similar course enrollments. The time commitment per trainee is expected to vary depending on the level of the trainee (graduate students may require more effort than postdocs), career stage (extra effort is expected as trainees complete initial training, complete candidacy, defend a thesis, or go on the job market), and availability of training support in the lab (i.e. in labs with fewer advanced trainees, undergraduate trainees are expected to consume additional effort). Serving as advisor of record for, and supervising the MS final exam of, candidates for the MS who are pursuing a non-thesis MS degree also contributes to mentoring expectations. Faculty are also expected to serve as members of graduate and undergraduate thesis committees, and may also serve on postdoctoral mentorship committees, with the expectation that service as a thesis/steering committee member is significantly less time consuming than chairing an equivalent committee.

The standard teaching assignment may also vary for individual faculty members based on their research and/or service activity. Faculty with intermediate research activity as described above will have teaching/mentoring expectations of 45-70%, while faculty with low research activity will have teaching/mentoring expectations of 70-80%. Given the more limited mentoring opportunities for faculty with lower scholarly activity, these increases will generally be weighted towards additional didactic teaching.

The department allows buyouts of didactic teaching when academic release time is charged to grants or other sources, as described in the College of Arts and Sciences policy.

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.

The department chair in consultation with the vice chair for education and the divisional dean 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 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.

Alternations from the typical teaching/mentoring expectations will be outlined during the annual review process.

Service

Faculty members are expected to be engaged in service and outreach to the department, college, university, profession, and community. The standard service workload expectation for full-time tenure-track faculty members is 15% time allocation to total workload according to the university [workload guideline](#). Service to the department includes service on standing or ad hoc committees, and expectations are adjusted depending on the nature of the assignment (e.g. service as committee chair, or service on a particularly time-intensive committee). Service to the college, university, profession, and community are considered during departmental service assignments, but all faculty are expected to devote some effort to departmental service. Service to the profession and community includes but is not limited to review of research manuscripts and grant proposals, service as members of editorial boards and grant review panels, and service to individuals and organizations both on and off campus. Probationary faculty, who are establishing their independent research programs and initiating their teaching activities, will have fewer assigned service responsibilities than tenured faculty. Tenured faculty are expected to undertake leadership roles in their service activities.

Faculty with intermediate or low research and scholarship activity as defined above can offset expected increases in didactic teaching by increased service efforts. Typically, service efforts will constitute 15-30% of the workload of faculty in these categories. Alterations from the typical service expectations will be outlined during the annual review process.

Service loads are 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.

1. 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. Probationary tenure-track faculty are normally not eligible for SAs, as any course reductions in the probationary period are negotiated and outlined in the offer letter. Reasonable efforts will be made to award SA opportunities to all other tenure-track 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. The chair's recommendation to the dean regarding a 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. Teaching Faculty

MOLGEN appoints teaching faculty. These appointments exist for faculty members who focus principally on the department's educational needs. The standard workload expectations for full-time teaching faculty members are 75% teaching/mentoring, and 25% service according to the university

[workload guideline](#). Typically, teaching/mentoring expectations are fulfilled through didactic teaching with an expectation of six 3-credit hour courses per year (252 contact hours), though mentoring activities may on occasion contribute to this effort as well. As described above, adjustments to the standard didactic 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 or in person time involved in teaching the course. Service expectations are similar to those outlined for tenure-track faculty above, with an expectation that service may be especially focused on the teaching mission. With agreement of the chair, up to 10% of the appointment may be devoted to research/scholarship, with a concomitant reduction in teaching expectations, depending on departmental needs. Production of scholarship is required for promotion to the rank of Teaching Professor. Accordingly, the department chair and faculty at the rank of Associate Teaching Professor who plan to apply for promotion should ensure that workload expectations allow time for the production and dissemination of scholarly work. Alterations from the typical workload expectations will be outlined during the annual review process.

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 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/mentoring (student mentoring), 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer. Alterations from the typical workload expectations will be outlined during the annual review process.

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

MOLGEN 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 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 the OHR [Parental Care Guidebook](#) for additional details and the Parental Leave Policy in Section XII.

A faculty member requesting a 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 modified duties process cannot be required to make up the teaching at a later time.

X. COURSE OFFERINGS, TEACHING SCHEDULES, AND GRADE ASSIGNMENTS

The department chair and vice chair for education will work with the Curriculum Committee to determine the pattern of course offerings and potential instructor assignments in consultation with the faculty, both collectively and individually. However, the dean and divisional deans are ultimately responsible for approving course offerings and teaching schedules. Course assignments in the coming year will be discussed during the annual review process, with the goal of understanding the faculty member's teaching preferences and balancing them with the demands of the curriculum. While every effort will be made to accommodate the individual faculty preferences, the department's first obligation is to offer the courses needed by students at times and in formats (including on-line instruction) that best meet student needs. In making final teaching assignments, the chair will be guided by a combination of the curricular needs, the wishes of the faculty member, the departmental faculty workload, the projected course enrollment, and the plans/expectations of the faculty member for that year. To assure classroom availability, reasonable efforts will be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts will 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. To the extent possible, courses that are required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across years/semesters of offering to assure that instructional expertise is always available for such courses.

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

XI. ALLOCATION OF DEPARTMENT RESOURCES

The 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 unit goals.

The department 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 department chair.

The department operating budgets are allocated by the college to the departments to support the

following priorities: (1) supplies and services needed to implement the teaching program, (2) supplies and services necessary to the smooth operation of the department office, the faculty and staff offices, teaching laboratories, and ancillary department facilities, (3) equipment purchase, maintenance, and repair, especially for equipment used for teaching, and (4) to the degree possible after (1-3) are met, supplemental funding for research-related activities of the faculty and graduate students. The smooth operation of the department requires that the operating budget pay for routine access and supplies such as routine office supplies, copy machines, and routine repairs to infrastructure. These costs will be budgeted separately and monitored. Should it appear that a given person or laboratory group is expending an unreasonable amount on any of these services, the Chair and Department Fiscal Officer will meet with the faculty member to rectify the situation.

Requests for additional budgetary considerations will be considered by the department chair when appropriate funds are available. These include, but are not limited to, budget requests for courses with special needs (i.e. laboratory supplies and equipment) and requests for costs supporting travel to meetings, professional development, research equipment matching funds or repair costs, and research expenses (for a limited period) of graduate students. Departmental research funds are limited and are not expected to be a substitute for extramural funding. Faculty may also receive discretionary funding to help carry them for a short time between grants or to aid in the development of pilot projects needed for subsequent grant proposals.

Grant funds will not be micro-managed by the Department office. It is the responsibility of the Principal Investigators to work with the department's grants manager, OSP (and with the department manager, time permitting) to manage their funds. The Department will only become directly involved with a faculty member's grant if it appears to be in danger of running a deficit.

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](#).

Requests for travel funds will be considered by the chair. All graduate students in the departmental Ph.D. program are eligible for a one-time travel stipend as outlined in the graduate program handbook. Travel funds will rarely be available to other department members.

XII. LEAVES & 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 (e.g. as for attendance at a professional meeting or to engage in consulting). For absences during on-duty periods this provides time for consideration and approval of the request and time to assure that instructional and other commitments are covered. Completion of a travel request for

job-related travel during the off-duty period is highly encouraged even if no financial outlay is required as the travel request will allow the university to provide assistance in case of an emergency during travel.

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. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of more 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. See OHR [Policy 6.27](#) for details.

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 (FPL)

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#). Faculty considering an FPL should fully acquaint themselves with this policy before applying for leave and should be aware of relevant deadlines that allow the full approval process. Faculty Professional Leave (FPL) constitutes a more formal departure from regular academic duties than a Special Assignment and may be one or two semesters in length. FPLs may involve salary reductions and other considerations established by the Ohio legislature and University Board of Trustees.

Faculty members who desire an FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. If the Chair agrees, then the submission of a full proposal articulating the purpose and nature of the FPL is appropriate. The chair may request review of FPL proposals by the committee of the eligible faculty, especially in cases when more requests are made than can be supported by the department.

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 paid external consulting is presented in the university's [Policy on Outside Activities and Conflicts](#).

The department adheres to these policies in every respect. In particular, the 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 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 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/her/them, 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

The University's policy with respect to financial conflicts of interest is set forth 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

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/her/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's Faculty Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of the Office of Academic Affairs [Policies and Procedures Handbook](#)).

Staff members who are not satisfied with the outcome of the discussion with the department 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](#).

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

E. Violations of Laws, Rules, Regulations, or Policies

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

F. Complaints by and about Students

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether the students require confidentiality or not. 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](#).