

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

Approved by the Faculty: 12/13/2021

Approved by the Office of Academic Affairs: 7/12/23

## Table of Contents

<b>I. Introduction</b>	<b>4</b>
<b>II. Mission</b>	<b>4</b>
<b>III. Academic Rights and Responsibilities</b>	<b>4</b>
<b>IV. Faculty and Voting Rights</b>	<b>4</b>
<b>V. Organization of Department Services and Staff</b>	<b>5</b>
<b>VI. Overview of Department Decision-Making</b>	<b>6</b>
<b>VII. Department Administration</b>	<b>7</b>
<b>A. Chair</b>	<b>7</b>
<b>B. Other Administrators</b>	<b>8</b>
<b>C. Committees</b>	<b>9</b>
<b>VIII. Faculty Meetings</b>	<b>11</b>
<b>IX. Faculty Duties and Responsibilities</b>	<b>12</b>
<b>A. Tenure-track faculty</b>	<b>12</b>
<b>i. Scholarly Activity</b>	<b>12</b>
<b>ii. Instructional Activity</b>	<b>13</b>
<b>iii. Service</b>	<b>13</b>
<b>iv. Special Assignments</b>	<b>14</b>
<b>B. Teaching Faculty</b>	<b>14</b>
<b>C. Research Faculty</b>	<b>14</b>
<b>D. Associated Faculty</b>	<b>15</b>
<b>E. Modification of Duties</b>	<b>15</b>
<b>F. Departure from Normal Expectations</b>	<b>15</b>
<b>X. Course Offerings and Teaching Schedule</b>	<b>16</b>
<b>XI. Allocation of Department Resources</b>	<b>16</b>
<b>XII. Leaves and Absences</b>	<b>16</b>
<b>A. Discretionary Absence.</b>	<b>16</b>
<b>B. Absence for Medical Reasons.</b>	<b>17</b>
<b>C. Unpaid Leaves of Absence.</b>	<b>17</b>
<b>D. Faculty Professional Leave (FPL).</b>	<b>17</b>
<b>E. Parental Leave</b>	<b>17</b>
<b>XIII. Additional Compensation and Outside Activities</b>	<b>18</b>
<b>XIV. Financial Conflicts of Interest</b>	<b>18</b>

<b>XV. Grievance Procedures</b>	<b>19</b>
<b>A. Salary Grievances</b>	<b>19</b>
<b>B. Faculty and Staff Misconduct</b>	<b>19</b>
<b>C. Faculty Promotion and Tenure Appeals</b>	<b>19</b>
<b>D. Harassment, Discrimination and Sexual Misconduct</b>	<b>19</b>
<b>E. Violations of Laws, Rules, Regulations or Policies</b>	<b>20</b>
<b>F. Complaints by and about Students</b>	<b>20</b>
<b>G. Academic Misconduct</b>	<b>20</b>

# **PATTERN of ADMINISTRATION**

## **DEPARTMENT of MICROBIOLOGY DIVISION OF NATURAL AND MATHEMATICAL SCIENCES COLLEGE OF ARTS & SCIENCES**

**Approved by faculty vote: 12/13/2021**

### **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 is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time as needed. 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. Every tenure-track faculty member with a salaried appointment in the Department of Microbiology, or with a salary provided by a regional campus but with a faculty appointment in Microbiology, is considered a faculty member with voting privileges in the Department of Microbiology. Voting on personnel matters such as promotion and tenure is restricted to eligible faculty

members for whom Microbiology is their tenure-initiating unit (see below). For salaried faculty with minority appointments for whom Microbiology is not the tenure-initiating unit, voting rights on matters other than promotion and tenure are determined by a memorandum of understanding. Memoranda of understanding will be agreed upon following discussions with the tenure-initiating unit and with input from Department of Microbiology faculty. Non-salaried and emeritus faculty are encouraged to participate in discussions of all issues, and may attend faculty meetings, but do not have a vote on issues decided by a formal vote.

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 can comprise no more than 20% of the total of tenure-track, teaching and research faculty in the Department. 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 appointments. Research faculty titles are Research Assistant Professor, Research Associate Professor, and Research Professor. Research faculty can comprise no more than 20% of the total of tenure-track faculty. 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.

This Department makes associated faculty appointments. Associated faculty titles include adjunct titles, lecturer titles, and visiting titles. Associated faculty, with the exception of visiting faculty, may vote in all matters of Department governance except tenure-track faculty appointment, promotion, and tenure decisions; teaching faculty appointment and promotion decisions; and research appointment and promotion decisions. Visiting faculty may be invited to participate in discussions on nonpersonnel matters, but may not participate in personnel matters, including appointment, promotion and tenure reviews, 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 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 departmental 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. On matters submitted for formal voting, a simple majority in favor passes a motion.

## **VII. Department Administration**

### **A. Chair**

The primary responsibilities of the Chair are set forth in Faculty Rule [3335-3-35](#). The Chair of the Department has general administrative responsibility for its programs, and develops, in consultation with faculty, a pattern of administration with specified minimum content (this document) and an Appointments, Promotion and Tenure document that are made available to all present and prospective members of the faculty of the Department. Copies are deposited in the offices of the Divisional Dean of Natural and Mathematical Sciences, the Dean of the College of Arts and Sciences, and the Executive Vice President and Provost. The Chair maintains documentation of all actions covered by the Department's administrative structure. The Chair consults with the faculty as a whole on all 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 a 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.

The Chair consults with the faculty before the initiation of a search for a new faculty member, and at each stage during the review and selection process. The Chair always appoints a Search Committee to advertise, solicit nominations, evaluate and help recruit a new tenure-track faculty member.

The Department's teaching and service needs are decided and modified through informal and formal discussions between individual faculty members, standing committees and the Chair. Based on such discussions and consultations, the Chair assigns teaching and service duties to each faculty member, and provides a list of all faculty teaching and committee assignments annually to all faculty members.

Other responsibilities of the Department Chair, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- 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 workload policy 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 in general 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.

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.

## **B. Other Administrators**

Two Vice Chairs--one for Research and Graduate Affairs, and one for Teaching and Undergraduate Affairs--will assist the Chair in her/his duties. 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, maintaining quality assurance in graduate learning outcomes, 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 and the coordination and oversight of all undergraduate courses in the Department. 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 exceptions of the Committee of Eligible Faculty, and Grievance Committee, are constituted by faculty, staff and/or students appointed by the Chair of the Department. Committee appointments are normally for one calendar year, from September 1 to August 31, and may be renewed for up to three consecutive years. The Department Chair is an *ex-officio* member of all Department committees, and is non-voting on the Committee of the Eligible Faculty and the Promotion and Tenure Committee.

#### **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 Promotion and Tenure 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.

#### **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. Voting by the graduate student representative is limited to admissions decisions. 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.

### **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 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.

### **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.

### **Grievance Committee**

All tenured Professors in the Department, excluding the Department Chair, constitute the Department's Grievance Committee. The Vice Chair for Teaching and Undergraduate Affairs serves as Chair of the Committee. This Committee addresses any issue of concern, with the exception of promotion and tenure grievances, raised by a faculty member, staff member or student that cannot be resolved to the satisfaction of the complainant through discussion with the Department Chair. If preferred by the complainant, a grievance can be brought to the attention of any member of the Grievance Committee without prior discussion with the Department Chair. Promotion and tenure grievances are addressed by the Committee of the Eligible Faculty.

### **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.

### **Diversity, Equity, and Inclusion Committee**

This Committee consists of 3-4 faculty, 2 student representatives (graduate and undergraduate), and 1-2 staff members. The Department Chair appoints the Chair of the Committee. This Committee addresses topics of equality, diversity, and inclusion relevant to undergraduates, graduate students, postdocs, staff, and faculty.

### ***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 to the faculty 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 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 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. 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 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, instructors, 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. Faculty Duties and Responsibilities**

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

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

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

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the Department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the Department Chair. 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. These assignment changes must be considered in annual reviews.

### **A. Tenure-track faculty**

#### **i. 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, with typically ~40% of the professional activity of a faculty member being appropriately committed to research scholarship. 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 generate extramural research funds to provide continuing financial support for their research and laboratory personnel.

## **ii. Instructional Activity**

All faculty participate in instruction, which includes both classroom teaching and individualized student education and training. Fifty percent of a faculty member's professional time is appropriately committed to these instructional activities.

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. Some courses are team taught, and this instruction 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. Regional campus faculty will have expectations that match their position descriptions, which may include a larger teaching or advising component.

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. This represents a large time commitment equivalent to 10 or more credit hours per year. 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. Regional campus faculty will have expectations that match their position descriptions, which may include a smaller individualized instruction component.

## **iii. Service**

All tenure-track faculty are expected to devote ~10% of their effort to service activities. 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 recognizes that some of its faculty members bear an inherent additional service burden. That burden accrues when faculty members, often women and/or underrepresented colleagues, are recognized as uniquely positioned to assist with work at the Department, College, or University levels. Such individuals may be expected to provide more service than normal because their particular expertise, perspective, or voice can help working groups, for example, or task forces or students (through their mentorship of them) understand context, options, and opportunities in new ways. This additional service burden does not derive from volunteerism. Rather, it is an unwarranted and inequitable expectation.

#### **iv. 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.

Untenured faculty will normally be provided an SA for research for one semester, during their probationary period. 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. 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.

#### **B. Teaching Faculty**

Teaching faculty appointments exist for faculty members who focus principally on the education 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. 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.

The Department offers both lecture and laboratory courses, and the latter are often taught in two or more sections. The standard teaching assignment for full-time teaching faculty members is six courses or sections (300-400 student contact hours) per academic year.

#### **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.

Research expectations are similar to those for the tenure-track, albeit proportionally greater since 100% of effort for research faculty members is devoted to research. 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. Specific expectations for each associated faculty will be detailed in their appointment letter. 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.

The standard teaching assignment for full-time lecturers is eight courses per academic year.

#### **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.

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

#### **F. Departure from Normal Expectations**

Exceptions from the normal expectations will be made when appropriate to a particular circumstance. Examples include:

- i.** A faculty member who directs a very large research program with unusually high levels of funding will have reduced expectations for classroom teaching or service activities. Such a faculty member will provide a high level of individualized instruction in line with their increased research activity.
- ii.** A faculty member assigned a particularly important and time-consuming service activity may have a reduced teaching or research expectation.
- iii.** A faculty member whose research activity is reduced will have above average classroom teaching and/or service responsibilities. The workload profile of such a faculty member will be determined through negotiations with the Chair on an individual basis.
- iv.** Untenured faculty members will have reduced classroom teaching and service initially to provide

the time needed to establish a productive and funded research program and to undertake individualized teaching.

## **X. Course Offerings and Teaching Schedule**

The Department of Microbiology provides programs at all levels (BS, MS, and PhD), and at least 50% of the collective workload of the faculty is devoted to teaching and research training. The Department Chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty. 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.

## **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 in the Office of Academic Affairs [Policies and Procedures Handbook](#) and 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](#)).

### **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).**

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

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](#).

### **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 [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.

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.

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.

### **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**

Members of the Department with grievances should discuss them with the Department Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Faculty, staff and students are encouraged to bring all grievance concerns, in confidence, to the attention of the Chair, or to a member of the Departmental Grievance Committee or the Committee of Eligible Faculty if a discussion with the Chair could constitute a conflict-of-interest. If a concern cannot be resolved through such discussion with the Chair and/or Grievance Committee or Committee of Eligible Faculty, then, with the complainant's approval, resolution of the issue will be sought from the relevant faculty, staff or student-related university advisory or governance organization. Salary appeals that reach the level of the College will be reviewed by a college-wide Salary Appeals Committee, which will consider the data provided by the faculty member who is filing the salary appeal. A College Investigation Committee will look into complaints against tenure-track faculty, teaching faculty, research faculty and associated faculty.

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 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 a more formal salary appeal (see the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

### **B. Faculty and Staff Misconduct**

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

Any student, faculty, or staff member may report complaints against staff to the 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.

### **C. Faculty Promotion and Tenure Appeals**

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

### **D. Harassment, Discrimination and Sexual Misconduct**

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

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

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](#).