

PATTERN OF ADMINISTRATION
for
DEPARTMENT OF MOLECULAR GENETICS

Approved by the Office of Academic Affairs: 8/20/2024

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I. INTRODUCTION

This document provides a brief description of the Department of Molecular Genetics (MOLGEN) as well as a description of its policies and procedures. It supplements the [Rules of the University Faculty](#) and other policies and procedures of the 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 (POA) is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time subject to approval by ASC and the Office of Academic Affairs.

II. MISSION

The missions of MOLGEN are formally designated as teaching, research, and service. The department is committed to providing an integrated approach to research and classroom and individualized instruction in molecular genetics. We aspire to use our knowledge and research and teaching expertise within the life sciences to serve the college, the university, the professional community and the broader society in which we live.

The teaching mission of the department is to provide quality education at the undergraduate and graduate levels in areas of classical genetics, biology, molecular biology, cell biology and developmental biology as well as allied areas that pertain to special topics of current faculty interest through a variety of programs including undergraduate courses in molecular genetics, plant, cell and molecular biology and the Center for Life Science Education (CLSE) and the graduate students in the MOLGEN graduate program and interdisciplinary graduate programs such as Molecular and Cellular and Developmental Biology (MCDB), Ohio State Biochemistry Program (OSBP), and the Biomedical Sciences Graduate Program (BSGP). Education of students is addressed through formal lectures, seminar courses, laboratory exercises, tutorials, one-on-one or group discussions, and demonstrations.

The research mission of the department is focused on the analysis of fundamentally important problems in genetics, molecular biology, cell biology and developmental biology using a broad array of research approaches encompassing disciplines of genetics, genomics, biochemistry, cell biology, development biochemistry, physiology and structure. The emphasis within the department is to exploit model organisms ranging from microbes to higher plants and animals to best make new discoveries and advance our understanding of how life forms work.

The service mission of the department encompasses all faculty activities that provide service to the department, the college, The Ohio State University, other universities and scientific societies, private organizations, government agencies, the nation and humanity as a whole. Faculty members are committed to increasing public awareness of the importance of their research results and research focus areas by a variety of means, including publications, seminars and other informative public talks, and patent applications. In all such activities the faculty are committed to facilitating the impact of their research to best benefit society.

The faculty continuously strive to improve the quality of their activities in the teaching, service and research arenas.

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

A. 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, lecturers and adjuncts.

B. MOLGEN 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.

C. MOLGEN makes **teaching 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 reappointment and promotion decisions. Teaching faculty may participate in discussions of teaching faculty matters including promotion reviews. Any teaching faculty member appointed by the department may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

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](#). In accordance with Faculty Rule [3335-7-03](#), unless an exception is approved by the University Senate and the Board of Trustees, clinical/teaching/professional practice faculty may comprise no more than 20% of the tenure-track, clinical/teaching/professional practice, and research faculty in the College of Arts and Sciences, and the number of clinical/teaching/professional practice faculty members must be fewer than the number of tenure-track faculty members in each unit.

D. MOLGEN makes **research 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 reappointment and promotion decisions. Research faculty may participate in discussions of research faculty matters including promotion reviews.

E. MOLGEN makes **associated appointments** with adjunct titles, lecturer titles, and visiting titles, and may on occasion appoint tenure track faculty with less than 50% FTE appointments in the department. Faculty in these groups may be invited to participate in discussions of departmental governance, but may not vote on any matter.

F. MOLGEN makes **courtesy appointments** 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 departmental governance, but may

not vote on any matter.

G. Emeritus faculty in this department may be invited to participate in discussions of departmental governance, but 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. 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.

VI. 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 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 have general administrative responsibility for the department, 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.

- (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 successful program of teaching, research, and service.
- (4) To assign workload according to the department's workload guidelines (see Section VIII) and faculty appointment type (and rank).
- (5) To continuously evaluate the instructional and administrative processes and lead efforts to improve them.
- (6) To evaluate faculty members periodically in accordance with criteria approved by the board of trustees and subject to instructions from the executive vice president and provost, and also according to such supplemental criteria as may be set up by the department.
- (7) To inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their tenure initiation unit and to place in that file a response to any evaluation comment or other material in the file.
- (8) After consultation with the eligible faculty, to recommend to the dean of the college the appointment, reappointment, promotion, dismissal, and tenure of members of the department faculty in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure Document.
- (9) To encourage research and educational investigations.
- (10) To see that all faculty are offered the departmental privileges and responsibilities appropriate to their appointment type and rank; and in general, to lead in maintaining a high level of morale.
- (11) To see that adequate supervision and training are given to those members of the faculty and staff who may need or benefit from such assistance.
- (12) To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- (13) To prepare (after consultation with the faculty) annual budget recommendations for the consideration of the dean of the college.
- (14) To promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- (15) To 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.

All consultations with departmental personnel, including discussions and votes on appointments, promotion and tenure reviews as well as issues brought up at faculty meetings are advisory to the chair. In all but exceptional cases, the majority opinion will determine the chair's recommendations. Should the chair elect to take an action not supported by a majority of the faculty, a rationale for doing so will be provided, and an opportunity for further discussion will be provided.

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 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 appointed by the chair of the department. 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 will be held 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 seven standing committees are:

1. ***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 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 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.

2) Undergraduate advising committee (MG-UAC) - The Undergraduate advising committee is composed of a Chair, three tenure-track or teaching faculty members, 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.
- 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.

3. 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 (see below).

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 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:
 - a. Demonstrated scholarship activity by having published at least one original paper, review, book or book chapter in the past five years.
 - b. Participated in Graduate Student Instruction by having served at least once in the past five years as an advisor for a doctoral candidate or as a member of a Doctoral or Candidacy Committee.

4. 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 four tenure-track faculty members, and two graduate student members selected by the Chair of MOLGEN with input from the membership of the MG-GRC. The student appointments will generally be for two years, with one student appointment expiring each year. Student members will assist in recruitment efforts, but will not review applications or vote on admissions decisions. If possible, one MOLGEN-GRC faculty member will also serve on the MOLGEN-GSC (see above). 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.

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.

5. 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 Organization (GSO). 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.) and the Falkenthal Colloquium to coordinate scheduling of these special lectures into the regular seminar schedule;
- Coordination of the graduate student Fourth Year talks with the MG-GSC.

6. 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- GSO.

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.

7. Diversity, Equity, and Inclusion Committee - The Diversity, Equity, and Inclusion (DEI) 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, one staff member (a teaching, research, or administrative staff member, or postdoctoral fellow), one graduate student, and one undergraduate student. The staff and student members serve one-year terms and are elected by their respective constituencies. The MOLGEN Vice Chair for Research and DEI serves on the DEI 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 DEI committee meetings (minimum of 4 meetings are held per year), 2) attend at least one DEI-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 Diversity, Equity, and Inclusion Committee are to:

- Review Department, College and University rules and procedures concerning teaching, training, mentoring, recruitment, promotion, retention, and advancement of underrepresented and underserved individuals at all academic levels;
- Suggest changes to departmental policies, procedures, and/or practices that forward the DEI

- committee mission; ;
- With the Department Chair, promote an inclusive environment and a departmental demographic that reflects the diversity of our larger society;
- With the Department Chair, secure and maintain funding to financially support departmental DEI initiatives.

Ad Hoc Committees – Ad hoc 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.

VII. FACULTY MEETINGS

Faculty meetings are scheduled approximately once per month during the academic year. 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. 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 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, or recordings, will be taken and distributed to all members of the faculty and to representatives of MOLGEN Graduate Students before the next faculty meeting. A copy of the minutes, or recordings, will be maintained in the departmental office or electronically. Minutes are public records, and subject to Ohio public record laws.

On matters submitted for formal voting, one half of the Department's eligible voting faculty (see Section IV) constitutes a quorum and a simple majority of those present is required to pass or defeat a motion. Votes that abstain from the matter at hand do not count towards a quorum. Most issues of great importance are decided at a faculty meeting; many less important matters are settled by polling the faculty by e-mail. 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.

VIII. 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.

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. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XI) or on approved travel. Faculty engaged in classroom teaching must make provisions to meet with students outside of class when necessary. This can be achieved by a combination of posted office hours and/or procedures for arrangement of individual meeting included in the syllabus.

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.

Faculty duties and responsibilities reflect the structure of the faculty appointment and the mission and goals of the Department. These duties and responsibilities include support of high

quality, comprehensive programs in undergraduate and graduate instruction, generation and dissemination of new knowledge, and service to the University and professional and public sectors. Each faculty member is expected to maintain an active program of activities in each of these areas, although the relative contributions to specific areas may vary among faculty members and through time.

A. Tenure-Track Faculty

Tenure-track faculty members are expected to contribute to the university's tripartite mission of teaching, scholarship, and service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected. Duties outlined below refer to faculty with 100% FTE appointments in the department.

Undergraduate and Graduate Instruction

The Department actively maintains instructional activities for undergraduate and graduate students from throughout the University. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#). Formal lecture-based courses (with or without laboratory exercises) and research-oriented seminars are offered to serve the needs of undergraduate and graduate students. Formal research courses and research advising and mentoring are offered on an individual basis to undergraduate and graduate students. Faculty members are expected to use their knowledge and teaching expertise in not only molecular genetics, but when appropriate, also in allied areas such as biology and molecular and cellular and developmental biology. In addition, faculty members are responsible for informal teaching and advising of undergraduates in the MOLGEN major and Arts and Sciences Honors programs and preparing undergraduates for applying to graduate and professional schools. Faculty serve on examination and thesis/dissertation committees of graduate students, assist with manuscript review and grant applications, and mentor Graduate Teaching and Research Associates.

All tenure-track faculty in the department are expected to participate in teaching activities, which include formal classroom teaching as well as individualized instruction. This effort may be increased for faculty members who are not actively maintaining a funded research program. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment. Other adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

Classroom teaching responsibilities: A typical full time (9 month) tenure-track faculty member with a 100% appointment in the department will be responsible for classroom instruction as assigned by the Chair in accordance with the member's expertise and needs in undergraduate courses in molecular genetics, plant, cell and molecular biology and the Center for Life Science Education (CLSE) and the graduate students in the MOLGEN graduate program and interdisciplinary graduate programs such as Molecular and Cellular and Developmental Biology (MCDB), Ohio State Biochemistry Program (OSBP), and the Biomedical Sciences Graduate

Program. Since most courses in the department are team taught, the formal instruction will usually be distributed among several different courses and represent the equivalent of fifty lecture hours of instruction. This classroom teaching load is expected of research active faculty with significant external funding.

Other instructional activities in which faculty will participate include:

- Preparation, development, and revision of materials for use in each semester's course offering(s), including not only new research results, but also the instructor's own research results;
- Supervision and mentoring of Graduate Teaching Associates;
- Recruitment and mentoring of graduate students in the MOLGEN program or other relevant graduate program(s) in which a faculty member is permitted to supervise graduate students;
- Assistance in the mentoring of graduate students not under the faculty member's direct advising through service on graduate student research advisory/exam committees, supervising students doing laboratory rotations, and/or training students from other laboratories in techniques;
- Supervision and mentoring of undergraduate students, advising Honors students in preparation of curricula for Honors in the Liberal Arts and research proposals for Graduation with Distinction (research) programs, support and advising of the process of application to graduate and professional school through counseling, and preparation of letters of recommendation, as the supervisor of student assistants in laboratory and field situations, and/or as a mentor in supervised undergraduate research courses.

Research

Scholarly research activities are essential to the continued development of all areas of the biological and life sciences, and they form an essential part of the Department's mission. All tenure-track faculty members are expected to develop and pursue an active, high-quality program of research scholarship that will result in the following:

- Publication of papers, reporting on the results of original research, in refereed journals;
- Publication of review papers and invited chapters in books;
- Publication of books;
- Presentation of original research at local, national and international meetings of professional societies, and invited seminars at colleges, universities and research institutions.

Additional details about evaluation of research productivity are discussed in MOLGEN's [Appointment, Promotion and Tenure Criteria and Procedures document](#).

Faculty will also engage in:

- Preparation and submission of proposals to extramural granting agencies;
- Maintenance of extramural funding sufficient to support the research activities of the laboratory and research group (including graduate students and post-doctoral fellows).

The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#).

Service

The service component of each tenure-track faculty member's duties and responsibilities reflects the need for university scholars to contribute to university governance, professional organizations, and society as a whole, and to share fully and intimately in the intellectual and scholarly life of the University. The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload according to the university [workload guideline](#). All tenure-track faculty are expected to participate in the following types of service:

- Active, contributory membership on standing committees at the Department level and appointed or elected governance bodies of committees at the College or University level;
- Significant involvement in professional societies and/or agencies, with the level of service increasing from Assistant Professor (e.g. ad hoc reviewer for professional journals and/or granting agencies, symposium organizer, society committee member) to Professor (e.g. editorial board member, agency panel member, elected officer of professional societies).

New members of the faculty normally have fewer responsibilities for service than do senior members, but a variety of opportunities exist for untenured Assistant Professors in this area and are summarized below.

1. University service - New tenure-track faculty are unlikely to be elected to governing bodies such as the University Senate or Graduate Council, but many responsibilities in University service are assigned by the Chair of the Department; faculty members with interests in serving on specific committees should make these interests known to the Chair. Furthermore, each year the University Senate asks members of the faculty if they are interested in serving on Senate committees, and faculty members are encouraged to indicate such an interest.

2. Professional service - All tenure-track faculty are expected to participate in one or more professional societies or organizations. Elected office or committee assignments may be limiting for early career scientists. Nevertheless, offers to help established committees or in routine matters at a conference are often welcomed and can lead to additional responsibilities for a new member in an organization. Most individuals who are involved in research and publishing will be asked to review manuscripts for publication and grant applications. Records of such activities should be kept.

3. Public service - Public speaking invitations and requests for assistance are normally extended to more established members of the faculty. However, anyone can become involved in public service by offering to answer phone calls and letters sent to the Department requesting specialized information. Judging at science fairs and participation in paraprofessional groups, or involvement in science programs in the public schools, offer additional opportunities for public service.

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

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

Special Assignments

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

Untenured faculty will normally be provided an SA for research for two semesters during their probationary period, typically during the first year of appointment. 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'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 65-100% teaching, 0-30% scholarship, and 0-30% service. Teaching faculty members are expected to contribute to the department's research and education missions, as reflected by participation in graduate program development and teaching. Teaching faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Service expectations are similar to those for the tenure-track.

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 TIU's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

Standard workload expectations for full-time research faculty members are 0-10% teaching (student mentoring), 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer.

D. Associated Faculty

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

Faculty members with tenure-track titles and appointments <100% FTE will have reduced expectations based on their appointment level.

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

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.

A faculty member requesting the modification of duties for childbirth/adoption/fostering and the department chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean. See the OHR [Parental Care Guidebook](#) for additional details. See also the Parental Leave Policy in Section XI.

IX. COURSE OFFERINGS, TEACHING SCHEDULES, AND GRADE ASSIGNMENTS

The Department Chair will work with the Curriculum Committee to determine the pattern of course offerings and potential instructor assignments at least one year in advance. The Department Chair will then consult at least annually with each faculty member to discuss that person's teaching preferences. The ideal would be for each faculty member to teach the courses he/she wants to on a schedule he/she devises. The Faculty and Department Chairs will work towards that ideal contingent on the demands of the curriculum. Faculty teaching assignments as to courses taught and when must adhere to the realization that certain courses need to be taught for the curricula, both graduate and undergraduate, to function effectively. 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 most likely to 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. 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.

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.

X. ALLOCATION OF DEPARTMENT RESOURCES

The department operating budgets are allocated by the colleges to the departments to support the following activities: (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.

Each formal course may request and receive a budget on an annual basis. Such requests are subject to review by the Department Chair. However, at any time faculty may request additional funds for teaching-related expenses outside of the routine, day-to-day supplies and services. Such expenses will be a high priority for the chair's discretionary funds.

The smooth operation of the Department requires that the operating budget pay for telephones, fax services, voicemail, mailing expenses, routine office supplies, copy machines, and routine repairs to infrastructure. These costs will not be part of faculty discretionary funding. They 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.

Discretionary research funds can be requested for such items as travel to meetings, reprints, research equipment matching funds or repair costs, and research expenses (for a limited period) of graduate students. Departmental research funds will be very 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. The Department Chair and Administrative Fiscal Officer will monitor the monthly Project Financial Summaries for Office of Sponsored Programs (OSP) accounts and the monthly fiscal statements for other grant types. It is the responsibility of the Principal Investigators to work with OSP 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. The only OSP paperwork that needs to be brought to the Department office for the Chair's signature and approval are the travel reimbursement forms for trips that exceed the originally approved funds by >20% and the PA-005 forms to allow a proposal to be submitted.

XI. LEAVES & ABSENCES

The University's policies with respect to leaves and absences are set forth in the Office of

Academic Affairs [Policies and Procedures Handbook](#) and Office of Human Resources [Policies and Forms website](#). The information provided below supplements these policies.

1. 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) 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. 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](#)).

2. 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.

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

4. Faculty Professional Leave

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. 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. Proposals are evaluated and voted upon by the PTC. Because FPL proposals must be approved by the dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the end of Autumn term of the preceding year, except when the development of an unexpected opportunity precludes such

timing.

The Chair's and PTC'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.

5. 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](#).

XII. 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 Faculty Paid External Consulting 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.

XIII. 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 VIII above.

XIV. 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.

1. Salary Grievances -

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

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file an appeal with the college's Faculty Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Volume 1, Chapter 3 of the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

2. 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.

3. Faculty Promotion and Tenure Appeals

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

4. Harassment, Discrimination, and Sexual Misconduct

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

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

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

5. 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](#).

6. 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.

7. 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](#).