

1 **Pattern of Administration**
2 **for**
3 **The Ohio State University**
4 **Department of Molecular Medicine**
5 **and Therapeutics**

6 Approved by the Faculty:6/30/23

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8

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1 **I Introduction**

2
3 This document provides a brief description of the Department of Molecular Medicine and Therapeutics as
4 well as a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](#),
5 and other policies and procedures of the university to which the department and its faculty are subject.
6 The latter rules, policies and procedures, and changes in them, take precedence over statements in this
7 document.
8

9 This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or
10 reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at
11 any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college
12 office and the Office of Academic Affairs.
13

14 **II Department Mission**

15
16 The **mission** of the Department of Molecular Medicine and Therapeutics is to utilize molecular,
17 structural, engineered, cell biological, and preclinical models to advance basic science to clinical
18 translation and improve health.
19

20 This mission will be achieved advancing the fundamental components of The Ohio State University and
21 the College of Medicine; Education, Research, Diversity, Equity and Inclusion, and Service.
22

23 The **vision** of the Department is to enhance translation of basic to clinical science by developing a
24 collaborative, inclusive, and innovative early translational science department designed to advance
25 fundamental knowledge in the molecular and cellular basis of disease linking basic science to the clinic in
26 key research areas with impact throughout OSU and the OSU College of Medicine through collaborative
27 research, education programs, and involvement with Departments linking basic sciences to clinical care.
28

29 The Department intends to be a national/international leader in innovative translational science focused
30 on three scientific areas of emphasis:
31

- 32 1. **Therapeutics:** Identify molecular targets for human disease and utilize structural and chemical
33 biology to design and develop and test new therapeutic and delivery methods using new
34 technologies.
35
- 36 2. **Tissue Engineering and Stem Cells:** To advance stem cell biology and tissue engineered system to
37 enhance clinical translation and define mechanisms of tissue response to therapeutic and
38 environmental challenges.
39
- 40 3. **Molecular Medicine:** To advance reductionist basic science biology to preclinical whole
41 organ/body biology and clinical correlation using innovative model systems and computational
42 biology.
43

44 **III Academic Rights and Responsibilities**

45
46 In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for
47 addressing concerns.
48

49 **IV Faculty and Voting Rights**

50

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

5
6 The department of Molecular Medicine and Therapeutics makes tenure-track appointments with titles of
7 assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of
8 department governance.

9
10 The department of Molecular Medicine and Therapeutics makes research appointments. Research faculty
11 titles are research assistant professor, research associate professor, and research professor. Research
12 faculty may vote in all matters of department governance except tenure-track appointment, promotion,
13 and tenure decisions. Research faculty may participate in discussions and vote on decisions related to
14 research faculty matters including promotion reviews.

15 16 **A. Research Faculty Appointment Cap**

17
18 In accordance with Faculty Rule [3335-7-32](#), unless otherwise authorized by a majority vote of the
19 tenure-track faculty in a department, research faculty must comprise no more than 20% of the
20 number of tenure-track faculty in the department. In all cases, however, the number of research
21 faculty positions must constitute a minority with respect to the number of tenure-track faculty in
22 the unit.

23
24 The department of Molecular and Cellular Medicine makes associated faculty appointments. Associated
25 faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles and visiting titles.
26 Associated faculty, with the exception of visiting faculty, may vote in all matters of department
27 governance except personnel decisions. Visiting faculty may be invited to participate in discussions on
28 non-personnel matters, but may not participate in personnel matters, including appointment, promotion
29 and tenure reviews, and may not vote on any matter.

30
31 Emeritus faculty in this department are invited to participate in discussions on non-personnel matters, but
32 may not participate in personnel matters, including appointment, promotion and tenure reviews, and may
33 not vote on any matter.

34
35 Detailed information about the appointment criteria and procedures for the various types of faculty
36 appointments made in this department is provided in the [Appointments, Promotion and Tenure](#)
37 [Document](#).

38 39 **V Organization of Department Services and Staff**

40
41 The Department of Molecular Medicine and Therapeutics is comprised of the Department Chair, Vice-
42 chair(s), tenure-track faculty, research faculty, associated faculty, research scientists and staff. Vice chairs
43 will be appointed by the department chair. The department chair will review the Vice Chairs for
44 reappointment annually and may replace the Vice Chairs if they are not meeting expectations. It also
45 includes a department administrator, a chair's administrative assistant and a department assistant.

46 47 **VI Overview of Department Decision-Making**

48
49 Policy and program decisions are made in a number of ways: by the department faculty as a whole, by
50 standing or special committees of the department, or by the department head. The nature and

1 importance of any individual matter determine how it is addressed. department governance proceeds on
2 the general principle that the more important the matter to be decided, the more inclusive participation in
3 decision making needs to be. Open discussions, both formal and informal, constitute the primary means
4 of reaching decisions of central importance.
5

6 **VII Department Administration**

7

8 **A Department Chair**

9

10 The primary responsibilities of the department chair are set forth in Faculty Rule [3335-3-35](#). This
11 rule requires the department chair to develop, in consultation with the faculty, a Pattern of
12 Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also
13 requires the department chair to prepare, in consultation with the faculty, a document setting forth
14 policies and procedures pertinent to appointments, reappointments, promotion and tenure.
15

16 Other responsibilities of the department chair, not specifically noted elsewhere in this Pattern of
17 Administration, are paraphrased and summarized below.
18

- 19 • To have general administrative responsibility for department programs, subject to the approval of
20 the dean of the college, and to conduct the business of the department efficiently. This broad
21 responsibility includes the acquisition and management of funds and the hiring and supervision of
22 faculty and staff.
23
- 24 • To plan with the members of the faculty and the dean of the college a progressive program; to
25 encourage research and educational investigations.
26
- 27 • To assign workload according to the department's workload guidelines (see Section IX) and
28 faculty appointment type (and rank).
29
- 30 • To evaluate and improve instructional and administrative processes on an ongoing basis; to
31 promote improvement of instruction by providing for the evaluation of each course when offered,
32 including written evaluation by students of the course and instructors, and periodic course review
33 by the faculty.
34
- 35 • To evaluate faculty members annually in accordance with both university and department
36 established criteria; to inform faculty members when they receive their annual performance and
37 merit review of their right to review their primary personnel file maintained by their department
38 and to place in that file a response to any evaluation, comment, or other material contained in the
39 file.
40
- 41 • After consultation with the eligible faculty, to make recommendations to the dean of the college
42 regarding appointments, reappointments, promotions, dismissals, and matters affecting the tenure
43 of members of the department faculty, in accordance with procedures set forth in Faculty Rules
44 [3335-6](#) and [3335-7](#) and this department's Appointments, Promotion and Tenure Document.
45
- 46 • To see that all faculty members, regardless of their assigned location, are offered the privileges
47 and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of
48 morale.
49
- 50 • To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.

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- 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.

10
11 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.

12
13
14
15 Operational efficiency requires that the department chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, are most successful when all faculty members participate in discussing and deciding matters of importance. The department chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the department chair will explain to the faculty the reasons for the departure, ideally before action is taken.

16 17 18 19 20 21 22 23 **B Other Administrators**

24
25 At the discretion of the Department Chair, the Vice Chair is appointed for a 4 year term, renewed annually following yearly evaluation by the Department Chair.

26
27
28 The Vice-Chair is responsible for working with the Department Chair in establishing the direction of the Department in its core missions focused on education, academic affairs, and diversity, equity and inclusion.

29
30
31
32 The Vice Chair is responsible for directing and guiding new hires through the Promotion and Tenure process by assisting with documentation and obtaining letters for initial hires. The Vice Chair also focuses efforts on and provides leadership supporting initiatives focused on diversity, equity and inclusion. This includes ensuring proper emphasis is placed to attract diverse candidates for job searches, ensuring that all faculty take annual courses in identifying and mitigating unconscious biases, and collaborating with College of Medicine, University, and Wexner Medical Center leadership to develop metrics and monitor adherence to goals diversity, equity and inclusion. As a leader in the Department, the Vice Chair works closely with the Chair to advise and implement other aspects of Department operations (e.g. recruitment, strategic planning, finances, development, faculty wellness) at the discretion of the Department Chair.

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42
43 As the Department of Molecular Medicine and Therapeutics grows, it is expected that separate Vice Chairs for Education and Diversity, Equity, and Inclusion will be required. The Department Chair may also establish other administrative positions if necessary to meet the needs of the Department.

44 45 46 47 **C Committees**

48
49
50 Much of the development and implementation of the Department of Molecular Medicine and Therapeutics policies and programs is carried out by standing and ad hoc committees. The

1 Department Chair is an ex officio member of all Department committees and may vote as a member
2 on all committees except the Committee of Eligible Faculty, and the Appointment, Promotion and
3 Tenure Committee. Committee members will serve three year terms.
4

5 Unless otherwise specified below, the Chair, in consultation with the Vice Chair, appoints the chairs
6 and members of all committees and determines if additional committees are needed.
7

8 1. EXECUTIVE COMMITTEE 9

10 A. Composition

11 1. The Executive Committee will be comprised of the Chairperson, Vice Chair(s), and
12 Department Administrator.
13

14 B. Duties and Functions 15

16 1. The Executive Committee will review budget considerations, strategic planning and search
17 priorities, changes in education programs, and review other administrative policies or
18 recommendations from the chairperson and the committees.
19

20 2. Voting Items: Formal selections for funding and recommendations to the larger faculty for
21 consideration for policy changes require a simple majority vote of a quorum of this committee.
22

23 3. This committee will also serve as the SPACE committee for the Department.
24

25 2. APPOINTMENT, PROMOTION, AND TENURE (P&T) COMMITTEE 26

27 Detailed descriptions of the composition and duties of the AP&T committee are found in the
28 department's Appointments, Promotion and Tenure document.
29

30 3. DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA) COMMITTEE 31

32 A. Composition

33 1. The DEIA committee will be comprised of the Vice Chair for DEI, when appointed, and three
34 elected faculty members serving three year staggered terms (two new members added in the
35 fall semester).

36 B. Duties and Functions

37 1. The DEIA committee shall review departmental faculty, staff, and trainee diversity and
38 evaluate programs and policies for inclusiveness, equity, accessibility, and fairness annually.

39 2. The DEIA committee shall make recommendations to the Department Chair for suggested
40 changes in policies and/or procedures if appropriate to ensure there is full consideration of
41 DEIA aspects.

42 3. Committee members may be selected to serve on search committees and serve as DEI
43 officers.
44

45 4. DEPARTMENT RECOGNITION COMMITTEE 46

47 A. Composition

48 1. The Recognition Committee shall consist of four elected faculty members serving three-year
49 staggered terms (two new members added per year in the fall semester).
50

50 B. Duties and Functions

1
2 1. The Recognition Committee shall review individual faculty accomplishments in teaching,
3 research, and service for special recognition. They also will constitute the review panel for
4 solicited proposals for annual Departmental funding if available.
5

6 2. The Recognition Committee shall review and make recommendations to the Department Chair
7 for Faculty Awards and Recognitions available in the Department, the College of Medicine, the
8 University level, and at the national and international awards.
9

10 3. The Recognition Committee will create a rank order of submitted proposals for any available
11 departmental bridge and pilot funding to inform final funding decisions by the Department
12 Executive Committee
13

14 4. GRADUATE STUDIES COMMITTEE (GSC) 15

16 A. Composition

17 1. The committee will consist of three faculty members.
18

19 2. The term of the office for faculty renewable on one occasion.
20

21 B. Duties and Functions

22
23 1. GSC will provide departmental oversight for graduate students and coordinate graduate
24 program activities between the Department of Molecular Medicine and Therapeutics, the
25 Advisors within the Department and graduate programs of The Ohio State University.
26

27 2. Members of the committee will represent the department on the Graduate Studies Committees
28 as appropriate based on involvement of faculty in those programs.
29

30 3. The committee will serve to promote recruitment of graduate students into faculty laboratories.
31

32 4. The committee will organize the annual department research day, which shall feature research
33 activities of all trainees of the department, including Graduate Students.
34

35 5. The committee will promote outstanding graduate student applications for internal and external
36 funding and award opportunities.
37

38 6. SEARCH COMMITTEE 39

40 This will be a standing committee for the initial three years of the Department of Molecular Medicine
41 and Therapeutics. After that time, the formation of ad hoc search committees will be done when a
42 new faculty search is initiated.
43

44 7. TEACHING COMMITTEE 45

46 A. Composition:

47 1. Vice Chair of the Department

48 2. Course Directors, if as appointed associated education programs and clinical programs with the
49 agreement of the Department Chair.

1 3. Directors and Administrators of College of Medicine pathways as indicated based on course
2 work taught.

3
4 B. Duties and Functions:

5
6 1. The committee will evaluate course offerings as to availability, adequacy, sequence and
7 frequency.

8
9 2. Recommendation of new courses and the deletion of old courses will be determined as required
10 to maintain the academic program of the department at a modern-robust level.

11
12 3. Recommendations will be made to the faculty concerning changes in course offerings and
13 programs.

14
15 4. The committed will submit any changes in existing courses as well as additions to or deletions
16 from present course offerings to the College of Medicine Curriculum Committee and the
17 University Office of Academic Affairs; or to the appropriate fellowship or T32 director

18
19 5. The committee will report periodically to the faculty on the status of the curriculum and
20 regularly contact members of the faculty for suggested changes that might improve the
21 curriculum.

22
23 6. The committee will advise the Department Chair on yearly assignment of teaching
24 responsibilities to the members of the faculty.

25
26 7. The committee will review and coordinate procedures and outcomes of student evaluations of
27 courses and faculty. Provide peer review of instruction upon request.

28
29 8. The committee will serve as the primary contact for faculty concerning any teaching issue.

30
31 9. Teaching is an essential component of promotion of tenured faculty. Peer-reviews of faculty
32 teaching will be coordinated by the committee prior to annual review for discussion between the
33 Chairperson and faculty member.

34
35 8. EARLY CAREER FACULTY ADVISORY COMMITTEE

36
37 Each member of the faculty appointed at the rank of assistant professor will be assigned a three-
38 person advisory committee. The Committee will be composed of members of the tenured faculty
39 and will be appointed by the departmental chairperson in consultation with the advisee. At least
40 two of the members will be from the Department of Molecular Medicine and Therapeutics. Each
41 Early Career Faculty Advisory Committee will serve until their advisee is either promoted to
42 associate professor or departs from the department. The committee will meet at least twice
43 annually. Responsibility of these committees is to provide overall guidance and support for the
44 junior faculty member in all aspects of adjustment to the university and the pursuit of academic
45 progress, promotion, and tenure (if appropriate based on track). They will review grant proposal
46 submissions and may serve form mentoring roles on these applications. The advisory committee
47 will provide the required teaching evaluations of the early career faculty as detailed in the AP&T
48 document and provide written feedback. All early career faculty will be expected to participate in
49 the Faculty Advancement, Mentoring, and Engagement (FAME) program offerings during their
50 first year on faculty. This will include specific course work and teaching regarding ensuring

1 Diversity, Equity, Inclusion, and Accessibility best practices are incorporated into their faculty
2 role.

3
4 Mid-career professional development is essential to promote and develop Team Science
5 leadership. All faculty hired or promoted to Associate professor will have a faculty mentor with
6 experience in team science for the first three years. Annual reports will not be required but they
7 should meet to review progress twice per year and the mentor is expected to discuss any concerns
8 or positive attributes with the Department Chair annually.
9

10 **VIII Faculty Meetings**

11
12 The department chair will provide to the faculty a schedule of department faculty meetings at the
13 beginning of each academic term. The schedule will provide for at least one meeting per semester and
14 normally will provide for monthly meetings. A call for agenda items and completed agenda will be
15 delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for
16 agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three
17 business days before the meeting. A meeting of the department faculty will also be scheduled on written
18 request of 25% of the faculty. The department chair will make reasonable efforts to have the meeting take
19 place within one week of receipt of the request. The department chair will distribute minutes of faculty
20 meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be
21 amended at the next faculty meeting by a simple majority vote of the faculty who were present at the
22 meeting covered by the minutes.
23

24 Special policies pertain to voting on personnel matters, and these are set forth in the department's
25 Appointments, Promotion and Tenure Document.
26

27 For purposes of discussing department business other than personnel matters, and for making decisions
28 where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple
29 majority of all faculty members eligible to vote.
30

31 Either the department chair or one-third of all faculty members eligible to vote may determine that a
32 formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a
33 formal vote, a matter will be considered decided when a particular position is supported by at least a
34 majority of all faculty members eligible to vote. Balloting will be conducted by mail or e-mail when
35 necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty
36 members will be given one week to respond.
37

38 When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be
39 achieved on behalf of any position, the department chair will necessarily make the final decision.
40

41 The department accepts the fundamental importance of full and free discussion but also recognizes that
42 such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally
43 department meetings will be conducted with no more formality than is needed to attain the goals of full
44 and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be
45 invoked when more formality is needed to serve these goals.
46

47 **IX Distribution of Faculty Duties and Responsibilities**

48
49 Faculty assignments are described in the initial letter of offer. Assignments and expectations for the
50 upcoming year are addressed as part of the annual review by the department chair based on department
51 needs as well as faculty productivity and career development.

1
2 During on-duty periods, faculty members are expected to be available for interaction with students,
3 research, and department meetings and events even if they have no formal course assignment. For
4 Molecular Medicine and Therapeutics faculty teaching a course, regular office hours should be made
5 available to students with a schedule made available to students at the beginning of the semester. Office
6 hours should be in-person but remote, virtual meetings can be utilized if necessary. On-duty faculty
7 members should not be away from campus for extended periods of time unless on an approved leave (see
8 section XII) or on approved travel.
9

10 Telework exception: Faculty members with responsibilities requiring in-person interaction are to
11 work at a university worksite to perform those responsibilities. Telework and the use of remote,
12 virtual meetings are allowed at the discretion of the department chair if such work can be performed
13 effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged
14 under certain circumstances if it serves the needs of the department, college, university, and/or
15 community. The department chair has the discretion to require faculty to work on campus if there are
16 concerns that responsibilities are not being fulfilled through telework.
17

18 The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and
19 resources of the department and the individual circumstances of faculty members may warrant temporary
20 deviations from these guidelines.
21

22 A full-time faculty member's primary professional commitment is to Ohio State University and the
23 guidelines below are based on that commitment. Faculty who have professional commitments outside of
24 Ohio State during on-duty periods (including teaching at another institution; conducting research for an
25 entity outside of Ohio State; external consulting) must disclose and discuss these with the department
26 chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of
27 commitment is presented in the university's [Policy on Outside Activities and Conflicts](#).
28

29 In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural
30 disasters, for example), faculty duties and responsibilities may be adjusted by the department chair to take
31 into account the impact over time of the crisis. These adjustments may include modifying research
32 expectations in order to maintain teaching obligations. These assignment changes must be considered in
33 annual reviews.
34

35 **A Tenure-track Faculty**

36
37 Tenure-track faculty members are expected to contribute to the university's mission via teaching,
38 scholarship, and service. When a faculty member's contributions decrease in one of these three areas,
39 additional activity in one or both of the other areas is expected.
40

41 **Teaching**

42
43 All tenure-track faculty are expected to contribute to the department's teaching, including courses in
44 the graduate and post-graduate curriculums; some faculty may be involved in undergraduate
45 education; some faculty may be involved in medical student and clinical trainees (interns, residents,
46 clinical fellows) education. Faculty members are also expected to advise undergraduate and graduate
47 students and supervise independent studies and thesis and dissertation work. Faculty members are
48 expected to serve on graduate student thesis committees. Faculty members may present invited
49 lectures at Ohio State or at other Universities, at national/international professional meetings, at
50 Continuing Medical Education courses, and at community events.
51

1 Adjustments to the planned teaching assignment may be made to account for teaching a new class, the
2 size of the class, number of lectures assigned when a course is team-taught, whether the class is
3 taught on-line, and other factors that may affect the preparation time involved in teaching the course.
4

5 Tenure track faculty are expected to be engaged in educational activities for 50% of effort. However,
6 teaching assignment may vary for individual faculty members based on their research and/or service
7 activity. Faculty members who are especially active in research can be assigned an enhanced research
8 status that includes a reduced teaching assignment. Likewise, faculty members who are relatively
9 inactive in research can be assigned an enhanced teaching status that includes an increased teaching
10 assignment. Faculty members who are engaged in extraordinary service activities (to the department,
11 college, university, and in special circumstances professional organizations within the discipline) can
12 be assigned an enhanced service assignment that includes a reduced teaching assignment.
13

14 The department chair is responsible for making teaching assignments annually. The department
15 chair will consider requests for adjustments, but may decline these adjustments when approval of
16 such requests is not judged to be in the best interests of the department. For physician-scientists
17 with clinical obligations for partnering departments, teaching in that context will be considered
18 when assigning department-specific teaching needs.
19

20 **Scholarship**

21
22 All tenure-track faculty members are expected to be engaged in scholarship as defined in the
23 department's [Appointments, Promotion, and Tenure Document](#). Faculty members who are actively
24 engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals as
25 well as in other appropriate venues, such as edited book chapters of similar quality and length as
26 articles. Faculty engaged in basic or applied research are expected to attract extramural funding that
27 supports 50% release time and also supports trainees such as graduate students and postdoctoral
28 researchers. Faculty members are also expected to seek appropriate opportunities to obtain patents
29 and engage in other commercial activities stemming from their research.
30

31 Scholarship expectations may be modified during the annual review process with the department
32 chair based on productivity. Activities to be considered include manuscripts published, preprints and
33 manuscripts in press, funded extramural grants, leadership and service at the nation/international
34 levels, proposals submitted, research and invited presentations at national meetings, patents and
35 technology transfer, engagement in collaborative team science including clinical research and clinical
36 trials, book chapters, community engaged research and translation, and other activities that are part of
37 the department scholarship agenda.
38

39 **Service**

40
41 Faculty members are expected to be engaged in service and outreach to the department, university,
42 profession, and community. Typically, this will include service on two committees within the
43 department and one outside the unit. This pattern can be adjusted depending on the nature of the
44 assignment (e.g. service as committee chair, service on a particularly time-intensive committee,
45 organizing a professional conference, leadership in an educational outreach activity, service in an
46 administrative position within the department, college, or university).
47

48 All faculty members are expected to attend and participate in faculty meetings, recruitment activities,
49 and other department events.
50

1 Service assignments may be modified during the annual review process by the department chair with
2 the faculty member. Increases in service may be required to meet the specific needs of the
3 department. In addition, based on teaching and scholarship assignments, clinical responsibilities,
4 service the College or University, and special assignments (see below), service requirements may be
5 lower for some faculty members at the discretion of the department chair.
6

7 **i Special Assignments**

8
9 Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special](#)
10 [Assignment Policy](#). The information provided below supplements this policy.
11

12 Untenured faculty will normally be provided an SA for research for one semester during their
13 probationary period. Reasonable efforts will be made to award SA opportunities to all other
14 faculty members subject to the quality of faculty proposals, including their potential benefit to the
15 department or university, and the need to assure that sufficient faculty are always present to carry
16 out department work. The department's EXECUTIVE COMMITTEE will evaluate all SA
17 proposals and make recommendations to the department chair. The chair's/director's
18 recommendation to the dean regarding an SA proposal will be based on the quality of the
19 proposal and its potential benefit to the department or university and to the faculty member as
20 well as the ability of the department to accommodate the SA at the time requested.
21

22 **B Research Faculty**

23
24 Research faculty members are expected to contribute to the university's mission via research.
25

26 In accord with Faculty Rule [3335-7-34](#),

27
28 *a research faculty member may, but is not required to, participate in limited educational*
29 *activities in the area of his or her expertise. However, teaching opportunities for each*
30 *research faculty member must be approved by a majority vote of the department's tenure-*
31 *track faculty. Under no circumstances may a member of the research faculty be continuously*
32 *engaged over an extended period of time in the same instructional activities as tenure-track*
33 *faculty.*
34

35 Research faculty expectations for research are similar to those for the tenure-track, albeit
36 proportionally greater since 100% of effort for research faculty members is devoted to research.
37 Specific expectations are spelled out in the letter of offer.
38

39 **C Associated Faculty**

40
41 Compensated associated faculty members are expected to contribute to the university's mission via
42 teaching or research depending on the terms of their individual appointments.
43

44 The standard teaching load for associated faculty is eight courses a year, which is 100% of the
45 workload.
46

47 Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations
48 based on their appointment level.
49

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

4 5 **D Modification of Duties**

6
7 The department of Molecular Medicine and Therapeutics strives to be a family-friendly unit in its
8 efforts to recruit and retain high quality faculty members. To this end, the department is committed to
9 adhering to the College of Medicine's guidelines on modification of duties to provide its faculty
10 members flexibility in meeting work responsibilities within the first year of
11 childbirth/adoption/fostering or care for an immediate family member who has a serious health
12 condition, or a qualifying exigency arising out of the fact that the employee's immediate family
13 member is on covered active duty in a foreign country or call to covered active duty status. See the
14 OHR [Parental Care Guidebook](#), the [college pattern of administration](#), and the Parental Leave Policy
15 in Section XII for details.

16
17 The faculty member requesting the modification of duties and the department chair should be creative
18 and flexible in developing a solution that is fair to both the individual and the unit while addressing
19 the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean.
20

21 **X Course Offerings, Teaching Schedule, and Grade Assignments**

22
23 The Education program will emphasize education for graduate, professional students, and postdoctoral
24 and clinical fellows in Molecular Medicine and Therapeutics focused on translation to clinical research
25 and eventually clinical practice. The Department is not proposing an undergraduate major or minor
26 program. Undergraduate education involvement will occur through interactions across campus with
27 aligned units in Colleges such as Engineering, Arts and Sciences, Veterinary Medicine, Pharmacy and
28 others. While the Department also is not proposing a unique Graduate school program, its department
29 members will be expected to be didactic lecturers, primary advisors, and/or committee members for Ph.D.
30 students and M.D., Ph.D. students in the Biomedical Sciences Graduate Program (BSGP), the Molecular,
31 Cellular and Developmental Biology Graduate Program (MCDB), the Biophysics Graduate Program, the
32 Neurosciences Graduate Program (NGP), the Ohio State Biochemistry Program (OSBP), and the Medical
33 Scientist Training Program (MSTP). Other programs may be appropriate for individual faculty as
34 appropriate. Because the structure is expected to include collaboratively appointed tenure-track physician
35 scientists (>50% in MMT), it is anticipated that some faculty will be involved in clinical fellowship
36 education in the collaborating clinical department/division. This may include mentoring as part of T32
37 training programs, programs such as CAMELOT, and those through the OSU Center for Clinical and
38 Translational Sciences (CCTS).
39

40 The department chair will annually develop a schedule of course offerings and teaching schedules in
41 consultation with the faculty and the associated education programs, both collectively and individually.
42 While every effort will be made to accommodate the individual preferences of faculty, the department's
43 first obligation is to offer the courses needed by students at times and in formats, including on-line
44 instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must
45 be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts
46 must be made to assure that course offerings match student demand and that timing conflicts with other
47 courses students are known to take in tandem are avoided. A scheduled course that does not attract the
48 minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled and the
49 faculty member scheduled to teach that course will be assigned to another course for that or a subsequent
50 semester. Finally, to the extent possible, courses required in any curriculum or courses with routinely high

1 demand will be taught by at least two faculty members across semesters of offering to assure that
2 instructional expertise is always available for such courses.

3
4 If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or
5 if they have not submitted grades before the university deadline and are unreachable by all available
6 routes of communication, then the department chair may determine an appropriate course of action,
7 including assigning a faculty member to evaluate student materials and assign grades for that class. The
8 University Registrar will be made aware of this issue as soon as it is known and will be provided a
9 timeline for grade submission.

10 **XI Allocation of Department Resources**

11
12
13 The department chair is responsible for the fiscal and academic health of the department and for assuring
14 that all resources—fiscal, human, and physical—are allocated in a manner that will optimize achievement
15 of unit goals.

16
17 The department chair will discuss the department budget at least annually with the faculty and attempt to
18 achieve consensus regarding the use of funds across general categories. However, final decisions on
19 budgetary matters rest with the department chair.

20
21 Research space shall be allocated based on the most current College of Medicine research space policy
22 that is based on factors including research productivity, including external funding, and may be
23 reallocated periodically as these faculty-specific variables change.

24
25 The allocation of office space will include considerations such as achieving proximity of faculty in
26 subdisciplines and productivity and grouping staff functions to maximize efficiency.

27
28 The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.

29
30 All tenured, tenure-track and research faculty of the Department of Molecular Medicine and Therapeutics
31 will have access to an annual academic enrichment fund. The intent of this fund is to support travel to
32 annual meetings for education and scientific presentations. This fund also can be used for chair-approved
33 expenses such as annual meeting costs, professional memberships, or manuscript fees. Unused funds will
34 not roll over to the following academic year.

35 **XII Leaves and Absences**

36
37
38 In general, there are four types of leaves and absences taken by faculty (in addition to parental leave,
39 which is detailed in the [Parental Care Guidebook](#)). The university's policies and procedures with respect to
40 leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#)
41 and Office of Human Resources [Policies and Forms website](#). The information provided below
42 supplements these policies.

43 **A Discretionary Absence**

44
45
46 Faculty are expected to complete a travel request or a [request for absence form](#) well in advance of a
47 planned absence (for attendance at a professional meeting or to engage in consulting) to provide time
48 for its consideration and approval and time to assure that instructional and other commitments are
49 covered. Discretionary absence from duty is not a right, and the department chair retains the authority
50 to disapprove a proposed absence when it will interfere with instructional or other comparable
51 commitments. Such an occurrence is most likely when the number of absences in a particular

1 semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs
2 approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-
3 5-08](#)).
4

5 **B Absence for Medical Reasons**

6

7 When absences for medical reasons are anticipated, faculty members are expected to complete a
8 [request for absence form](#) as early as possible. When such absences are unexpected, the faculty
9 member, or someone speaking for the faculty member, should let the department chair know
10 promptly so that instructional and other commitments can be managed. Faculty members are always
11 expected to use sick leave for any absence covered by sick leave (personal illness, illness of family
12 members, medical appointments). Sick leave is a benefit to be used—not banked. For additional
13 details see OHR [Policy 6.27](#).
14

15 **C Unpaid Leaves of Absence**

16

17 The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of
18 absence are set forth in OHR [Policy 6.45](#).
19

20 **D Faculty Professional Leave (FPL)**

21

22 Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional
23 Leave](#).
24

25 The department's EXECUTIVE COMMITTEE will review all requests for faculty professional leave
26 and make a recommendation to the department chair based on the following criteria:
27

28 Requests for FPL will be considered based on the quality of the proposal, the clarity of the rationale,
29 the potential benefit for the faculty member and the department, and the impact on the other
30 department faculty. For faculty with clinical practices with a collaborating department, any
31 determination of FPL will be performed in conjunction with the department chair of the collaborating
32 Department.
33

34 The department chair's recommendation to the dean regarding an FPL proposal will be based on the
35 quality of the proposal and its potential benefit to the department and to the faculty member as well as
36 the ability of the department to accommodate the leave at the time requested.
37

38 **E Parental Leave**

39

40 The university, the college, and this department recognize the importance of parental leave to faculty
41 members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off Program [Policy
42 6.27](#), and the [Family and Medical Leave Policy 6.05](#).
43

44 It is the goal of the Molecular Medicine and Therapeutics Department to support requests for parental
45 leave. The requesting faculty will place the request in writing to the department chair and
46 Department Administrator as the Human Resources expert for the Department. In addition, to ensure
47 a clear understanding of the request and any changes in tenure clock and/or assignments are required,
48 a direct discussion between the requesting faculty member and the department chair is required.
49

50 **XIII Additional Compensation and Outside Activities**

51

1 Information on faculty additional compensation is presented in the OAA [Policy on Faculty](#)
2 [Compensation](#). Information on paid external consulting is presented in the university's [Policy on Outside](#)
3 [Activities and Conflicts](#). The information provided below supplements these policies.
4

5 This department adheres to these policies in every respect. In particular, this department expects faculty
6 members to carry out the duties associated with their primary appointment with the university at a high
7 level of competence before seeking other income-enhancing opportunities. All activities providing
8 additional compensation must be approved by the department chair regardless of the source of
9 compensation. External consulting must also be approved. Approval will be contingent on the extent to
10 which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra
11 income activity appears likely to interfere with regular duties, and the academic value of the proposed
12 consulting activity to the department. In addition, it is university policy that faculty may not spend more
13 than one business day per week on supplementally compensated activities and external consulting
14 combined.
15

16 Faculty with an administrative position (for example, chair, associate/assistant dean, center director)
17 remain subject to the [Policy on Outside Activities and Conflicts](#) and with appropriate approval, are
18 permitted to engage in paid external work activities. However, faculty members with administrative
19 positions are not permitted to accept compensation/honoraria for services that relate to or are the result of
20 their administrative duties and responsibilities.
21

22 Should a department faculty member wish to use a textbook or other material that is authored by the
23 faculty member and the sale of which results in a royalty being paid to him or her, such textbook or
24 material may be required for a course by the faculty member only if (1) the faculty member's department
25 chair and dean or designee have approved the use of the textbook or material for the course taught by the
26 faculty member, or (2) an appropriate committee of the department or college reviews and approves the
27 use of the textbook or material for use in the course taught by the faculty member.
28

29 Faculty who fail to adhere to the university's policies on these matters, including seeking approval for
30 external consulting, will be subject to disciplinary action.
31

32 **XIV Financial Conflicts of Interest**

33
34 Information on faculty financial conflicts of interest is presented in the university's [Policy on Outside](#)
35 [Activities and Conflicts](#). A conflict of interest exists if financial interests or other opportunities for
36 tangible personal benefit may exert a substantial and improper influence upon a faculty member or
37 administrator's professional judgment in exercising any university duty or responsibility, including
38 designing, conducting or reporting research.
39

40 Faculty members with external funding or otherwise required by university policy are required to file
41 conflict of interest screening forms annually and more often if prospective new activities pose the
42 possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with
43 university officials in the avoidance or management of potential conflicts will be subject to disciplinary
44 action.
45

46 In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise
47 in relation to consulting or other work done for external entities. Further information about conflicts of
48 commitment is included in section IX above.
49

50 **XV Grievance Procedures**

51

1 Members of the department with grievances should discuss them with the department chair who will
2 review the matter as appropriate and either seek resolution or explain why resolution is not possible.
3 Content below describes procedures for the review of specific types of complaints and grievances.
4

5 **A Salary Grievances**

6
7 A faculty or staff member who believes that his or her salary is inappropriately low should discuss the
8 matter with the department chair. The faculty or staff member should provide documentation to
9 support the complaint.

10
11 Faculty members who are not satisfied with the outcome of the discussion with the department chair
12 and wish to pursue the matter may be eligible to file a more formal salary appeal (see the Office of
13 Academic Affairs [Policies and Procedures Handbook](#)).
14

15 Staff members who are not satisfied with the outcome of the discussion with the department chair and
16 wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human
17 Resources.
18

19 **B Faculty Promotion and Tenure Appeals**

20
21 Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).
22

23 **C Faculty and Staff Misconduct**

24
25 Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in
26 Faculty Rule [3335-5-04](#).
27

28 Any student, faculty, or staff member may report complaints against staff to the department chair.
29 The [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide
30 assistance with questions, conflicts, and issues that arise in the workplace.
31

32 **D Harassment, Discrimination, and Sexual Misconduct**

33
34 The [Office of Institutional Equity](#) exists to help the Ohio State community prevent and respond to all
35 forms of harassment, discrimination, and sexual misconduct.
36

- 37 1 Ohio State's policy and procedures related to affirmative action and equal employment
38 opportunity are set forth in the university's [policy on affirmative action and equal
39 employment opportunity](#).
40
- 41 2 Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual
42 misconduct are set forth in the university's [policy on nondiscrimination, harassment, and
43 sexual misconduct](#).
44

45 **E Violations of Laws, Rules, Regulations, or Policies**

46
47 Concerns about violations of laws, rules, regulations, or policies affecting the university community
48 should be referred to the [Office of University Compliance and Integrity](#). Concerns may also be
49 registered anonymously through the [Anonymous Reporting Line](#).
50

51 **F Complaints by and about Students**

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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 department chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the department 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 department 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 department chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

G Academic Misconduct

Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) does not hear cases involving academic misconduct in colleges having a published honor code, although some allegations against graduate students fall under the committee’s jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the Chair of the Graduate Student Committee who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the department’s procedures for addressing allegations of violations of the [professional student honor code](#).