

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

Approved by the Faculty: 08/26/14; 09/04/18

Approved by the Office of Academic Affairs: 02/7/19

Table of Contents

I. Introduction	4
II. Mission	4
III. Academic Rights and Responsibilities	4
IV. Faculty	4
V. Organization of Department Services and Staff	5
VI. Overview of Department Administration and Decision-Making	6
VII. Department Administration	6
A. Chair	6
B. Other Administrators	7
i. Vice Chair for Research and Graduate Affairs.	7
ii. Vice Chair for Teaching and Undergraduate Affairs.	7
C. Committees	7
i. Committee of the Eligible Faculty.	7
ii. Graduate Studies Committee.	8
iii. Undergraduate Curriculum Committee.	8
iv. Awards Committee.	8
v. Grievance Committee.	8
vi. Safety Committee.	9
vii. Ad hoc Committees.	9
VIII. Faculty Meetings	9
IX. Distribution of Faculty Duties and Responsibilities	10
A. Tenure-track faculty	10
i. Scholarly activity	10
ii. Instructional activity	11
iii. Classroom teaching	11
iv. Individualized teaching	11
v. Service	11
vi. Special Assignments	12
B. Research Faculty	12
C. Associated Faculty	12
D. Parental Modification of Duties	12
E. Departure from Normal Expectations	13
X. Course Offerings and Teaching Schedule	13
XI. Allocation of Department Resources	13
XII. Leaves and Absences	14

A. Discretionary Absence.	14
B. Absence for Medical Reasons.	14
C. Unpaid Leaves of Absence.	14
D. Faculty Professional Leave (FPL).	14
XIII. Supplemental Compensation and paid external consulting	15
XIV. Financial Conflicts of Interest	15
XV. Grievance Procedures	15
A. Salary Grievances	16
B. Faculty Misconduct	16
C. Faculty Promotion and Tenure Appeals	16
D. Sexual Misconduct	16
E. Student Complaints	16
F. Code of Student Conduct	16
XVI. DISCLAIMER	16

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

Approved by faculty vote: 9/4/2018

I. Introduction

This document provides a brief description of the Department of Microbiology as well as a description of its guidelines and procedures. It supplements the [Rules of the University Faculty](#), and other policies and procedures of the university to which the department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document. This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs. Additional Departmental documents describe the Graduate and Undergraduate teaching programs and their requirements, and the criteria and procedures for faculty appointments, promotion, and salary adjustments.

II. Mission

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

III. Academic Rights and Responsibilities

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

IV. Faculty

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State. For purposes of governance, the faculty of this Department includes tenure-track, research, and associated faculty. Every faculty member with a salaried appointment in the Department of Microbiology, or with a salary provided by a regional campus but with a faculty appointment in Microbiology, is considered a faculty member with voting privileges in the Department of Microbiology. Voting on personnel matters such as promotion and tenure is restricted to eligible faculty members for whom Microbiology is their tenure-initiating unit (see below). For salaried faculty with minority appointments for whom

Microbiology is not the tenure-initiating unit, voting rights on matters other than promotion and tenure are determined by a memorandum of understanding. Memoranda of understanding will be agreed upon following discussions with the tenure-initiating unit and with input from Department of Microbiology faculty. Non-salaried, non-tenure track, adjunct and emeritus faculty are encouraged to participate in discussions of all issues, and may attend faculty meetings, but do not have a vote on issues decided by a formal vote.

This Department makes research appointments. Research faculty titles are Research Assistant Professor of Microbiology, Research Associate Professor of Microbiology, and Research Professor of Microbiology. Research faculty can comprise no more than 20 percent of the tenure-track faculty. Research faculty may vote in all matters of Department governance except tenure-track appointment, promotion and tenure decisions.

Associated faculty may vote in all matters of Department governance except tenure-track appointment, promotion, and tenure decisions and research appointment and promotion decisions.

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

V. Organization of Department Services and Staff

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

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

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

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

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

VI. Overview of Department Administration and Decision-Making

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

VII. Department Administration

A. Chair

The primary responsibilities of the chair are set forth in Faculty Rule [3335-3-35](#). The Chair of the Department has general administrative responsibility for its programs, and develops, in consultation with faculty, a pattern of administration (this document) and an Appointments, Promotion and tenure document that are made available to all present and prospective members of the faculty of the Department. Copies are deposited in the offices of the Divisional Dean of Natural and Mathematical Sciences, the Executive Dean of the College of Arts and Sciences, and the Executive Vice President and Provost. The Chair maintains documentation of all actions covered by the Department's administrative structure. The Chair consults with the faculty as a whole on all policy matters, and whenever possible, at a meeting of the faculty. As policy, it is presumed that all decisions are made with the agreement of a majority of the faculty, but situations can arise that conflict with this presumption. Under such a circumstance, the Chair will provide a statement that outlines the decision of the majority of the faculty, the decision of the Chair, and the reasons that these may differ. This will be provided to the faculty in writing, and communicated at a faculty meeting, with the faculty given an opportunity to comment.

The Chair consults with the faculty before the initiation of a search for a new faculty member, and at each stage during the review and selection process. The Chair always appoints a Search Committee to

advertise, solicit nominations, evaluate and help recruit a new tenure track faculty member.

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

The Chair ensures that adequate training and mentoring are available to all faculty members and staff who may profit from such assistance. Faculty and staff members have the right to review their primary personnel files and to place in that file a response to any annual review evaluation, comment or other material contained in the file. After consultation with the relevant faculty and appropriate committees, the Chair recommends all faculty and staff appointments, promotions, dismissals, and decisions on matters affecting faculty tenure to the Divisional Dean of Natural and Mathematical Sciences.

B. Other Administrators

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

i. Vice Chair for Research and Graduate Affairs.

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

ii. Vice Chair for Teaching and Undergraduate Affairs.

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

C. Committees

Departmental committees, with the exceptions of the Committee of Eligible Faculty, and Grievance Committee, are constituted by faculty, staff and/or students appointed by the Chair of the Department. Committee appointments are normally for one calendar year, from September 1 to August 31, and may be renewed for up to three consecutive years. The Department Chair is an *ex-officio* member of all department committees, and is non-voting on the Committee of the Eligible Faculty and the Promotion and Tenure Committee.

i. Committee of the Eligible Faculty.

This committee evaluates and makes recommendations to the Chair regarding promotions and tenure. The Chair of the committee is selected by the Chair of the Department. The procedures and bases of

evaluation of the committee and Promotion and Tenure Chair are described in the Departmental document entitled *Criteria and Procedures for Promotion and Tenure* (APT Document). A copy of this document, and updates to this document, are provided to all faculty.

ii. Graduate Studies Committee.

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

iii. Undergraduate Curriculum Committee.

The Undergraduate Curriculum Committee consists of 5-6 tenure-track faculty, 1-2 non tenure-track faculty or teaching staff and non-voting undergraduate students. The Vice Chair for Teaching and Undergraduate Affairs serves as Chair of the Committee. This Committee has primary responsibility for evaluation and implementation of the Department's classroom and laboratory-based undergraduate teaching. The Committee evaluates and makes recommendations related to changes and improvements in the Microbiology Major, the content of ongoing and proposed new courses, course prerequisites and course scheduling. The Committee plans and implements assessment programs as guided by the Curriculum and Assessment office of the College of Arts and Sciences, and reports its findings to the Chair and College. It responds, as needed, to changes in the General Education requirements in the College of Arts & Sciences, and assists the Chair of the Department in responding to other departments considering the introduction or modification of courses that relate to, or interface with, the Department's teaching of Microbiology.

iv. Awards Committee.

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

v. Grievance Committee.

All Professors in the Department, excluding the Department Chair, constitute the Department's Grievance Committee. The Vice Chair for Teaching and Undergraduate Affairs serves as Chair of the

Committee. This Committee addresses any issue of concern, with the exception of promotion and tenure grievances, raised by a faculty member, staff member or student that cannot be resolved to the satisfaction of the complainant through discussion with the Department Chair. If preferred by the complainant, a grievance can be brought to the attention of any member of the Grievance Committee without prior discussion with the Department Chair. Promotion and tenure grievances are addressed by the Committee of the Eligible Faculty.

vi. Safety Committee.

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

vii. *Ad hoc* Committees.

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

VIII. Faculty Meetings

The chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A meeting agenda is prepared by the Chair based on input from the Chairs of Departmental committees, Departmental representatives on College and University committees and individual faculty members who identify items for discussion. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will distribute minutes of faculty meetings to faculty by e-mail—within seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

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

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

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

When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the 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 department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

All professors, associate professors, assistant professors, instructors, and associated faculty with salaried appointments in the Department of Microbiology are invited to all faculty meetings. Individuals holding other appointments may be invited as appropriate. A graduate student and a staff representative are invited to attend faculty meetings.

IX. Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](#), Volume 1, 30 Chapter 2, Section 1.4.3).

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

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department chair. Faculty duties in the Department of Microbiology include research, instruction at both the graduate and undergraduate levels, and professional service both on and off campus. The Chair has the responsibility to assure that every faculty member has assigned duties commensurate with fulfilling the Department's mission, and with his or her appointment. The Chair has the primary responsibility and authority to assign teaching and Departmental service activities. Faculty members are expected to exercise self-determination in committing their time to scholarship and other professional activities. The Chair will not approve a faculty member's request for relief from a Departmental obligation to devote time to personal or professional interests if these are not considered to be in the best interests of the Department.

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

A. Tenure-track faculty

i. Scholarly activity

The acquisition of new knowledge through research is the primary scholarly activity of the faculty the Department of Microbiology. This activity also provides the basis and opportunity for individualized education and training of students (see below). All faculty are expected to develop and maintain an independent, externally funded research program, with typically ~50% of the professional activity of a faculty member being appropriately committed to research scholarship, training and education. Evidence of strong research activity will be documented primarily by the publication of original, peer-

reviewed reports in scientific journals. Additional evidence will be required in the form of review articles, book chapters, books and/or scientific presentations at national and international meetings and at other institutions. Local support will be provided initially to help a faculty member equip and establish his or her research program. Every faculty member is then expected to generate extramural research funds to provide continuing financial support for their research and laboratory personnel.

ii. Instructional activity

All faculty participate in instruction, which includes both classroom teaching and individualized student education and training. Approximately 40% of a faculty member's professional time is appropriately committed to instructional activities.

iii. Classroom teaching

Typically, a full time (9 month) faculty member with a 100% appointment in the Department will be responsible for ~50 hours of formal classroom instruction per year. Some courses are team taught, and this instruction may be distributed over several courses. In addition to the classroom teaching, this responsibility includes the considerable time required to develop new courses and to update course materials annually, to write and grade examinations and laboratory reports, and to conduct both formal and informal review sessions. Advanced courses for graduate students are developed and taught on contemporary and topical themes. For faculty with less than a 100% appointment in the Department of Microbiology, this teaching responsibility will be reduced in line with their percentage appointment and as described in the memorandum of understanding agreed upon with the unit with which they share an appointment. As a policy, classroom-teaching responsibilities will be higher for faculty with less active research programs. Classroom teaching responsibilities may be reduced (see below) for faculty very early in their professional career, faculty with exceptionally large and productive research programs, or faculty with very time-consuming service responsibilities. At minimum 30 hours, and at maximum 150 hours, of classroom teaching responsibility is expected of faculty in the Department of Microbiology. Associated and regional campus faculty will have expectations that match their position descriptions, which may include a larger teaching or advising component.

iv. Individualized teaching

Individualized instruction is essential to the education and development of future scientists, and this constitutes a major teaching responsibility of the faculty in the Department of Microbiology. All faculty are expected to participate in individualized instructional and to commit 1 to 4 hours per day (250 to 1000 hours per year) to such activity. This teaching is primarily focused on research instruction and supervision at the undergraduate, graduate, and postdoctoral levels. Faculty are also expected to participate in laboratory rotations for first year graduate students, provide academic and career advice to undergraduate and graduate students, organize and supervise seminars, organize group meetings and workshops, participate in general examinations and dissertation examinations, advise and assist students as they apply to graduate and professional schools or postdoctoral positions, assist students who are competing for scholarships and fellowships, and other such activities that are inherent to education in the academic setting. Associated and regional campus faculty will have expectations that match their position descriptions, which may include a smaller individualized instruction component.

v. Service

All tenure-track faculty are expected to devote ~10% of their effort to service activities. These include but are not limited to committee assignments at the department, college and university level and

service to state, national or international organizations. Faculty are expected to review research manuscripts and grant proposals, serve as members of editorial boards and grant review panels, and to provide their professional knowledge as a service to individuals and organizations both on- and off-campus. Untenured faculty, who are establishing their independent research programs and initiating their teaching activities, will have fewer assigned service responsibilities than tenured faculty. Senior level faculty are expected to undertake leadership roles in their service activities.

vi. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). The information provided below supplements these policies.

Untenured faculty will normally be provided an SA for research for one semester, during their probationary period. Reasonable efforts will be made to award SA opportunities to all other faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. The Chair in conjunction with the Vice Chairs will evaluate all SA proposals. The chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

B. 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 track 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.

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

C. Associated Faculty

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

D. Parental Modification of Duties

The Department of Microbiology 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 parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the [college pattern of administration](#) for details.

The faculty member requesting the modification of duties for childbirth/adoption 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.

E. Departure from Normal Expectations

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

i. A faculty member who directs a very large research program with unusually high levels of funding will have reduced expectations for classroom teaching or service activities. Such a faculty member will provide a high level of individualized instruction in line with their increased research activity.

ii. A faculty member assigned a particularly important and time-consuming service activity may have a reduced teaching or research expectation.

iii. A faculty member whose research activity is reduced will have above average classroom teaching and/or service responsibilities. The workload profile of such a faculty member will be determined through negotiations with the Chair on an individual basis.

iv. Untenured faculty members will have reduced classroom teaching and service initially to provide the time needed to establish a productive and funded research program and to undertake individualized teaching.

X. Course Offerings and Teaching Schedule

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

XI. Allocation of Department Resources

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

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

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

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

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

XII. Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#) and on the Office of Human Resources [Policies and Forms](#) website. In general, there are four kinds of leaves and absences taken by faculty.

A. Discretionary Absence.

Faculty are expected to complete a travel request or an [Application for Leave form](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right, and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule [3335-5-08](#)) and must be requested on the [Application for Leave form](#).

B. Absence for Medical Reasons.

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave 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. For additional details see OHR [Policy 6.27](#).

C. Unpaid Leaves of Absence.

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

D. Faculty Professional Leave (FPL).

Information concerning faculty professional leaves (FPLs) is presented in the OAA [Policy on Faculty Professional Leaves](#). Applications for FPL, which must follow the format determined by the Office of Academic Affairs, must be peer-reviewed in the Department by the Chair in conjunction with the Vice Chairs. The Chair reviews the application and forwards only those recommended for approval to the Divisional Dean by the established deadline (which is typically in mid-January). The Chair's recommendation to the Dean regarding the proposed FPL 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. All other requests for leaves by faculty will be sent to the Chair for a recommendation that is then sent to the Divisional Dean for approval.

XIII. Supplemental Compensation and paid external consulting

Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#). The information provided below supplements these policies.

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

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

Should a Department faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him or her, such textbook or material may be required for a course by the faculty member only if (1) the Department Chair and Dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the Department or College reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

XIV. Financial Conflicts of Interest

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

XV. Grievance Procedures

Members of the department with grievances should discuss them with the chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Faculty, staff and students are encouraged to bring all grievance concerns, in confidence, to the attention of the Chair, or to a member of the Departmental Grievance Committee or the Committee of Eligible Faculty if a discussion with the Chair could constitute a conflict-of-interest. If a concern cannot be resolved through such discussion with the Chair and/or Grievance Committee or Committee of Eligible Faculty, then,

with the complainant's approval, resolution of the issue will be sought from the relevant faculty, staff or student-related university advisory or governance organization.

Content below describes procedures for the review of specific types of complaints and grievances.

A. Salary Grievances

A faculty or staff member who believes that his 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 a more formal salary appeal (see the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

B. Faculty Misconduct

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

C. Faculty Promotion and Tenure Appeals

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

D. Sexual Misconduct

The university's policy and procedures related to sexual misconduct are set forth in OHR [Policy 1.15](#).

E. Student Complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. 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. In particular, evidence of academic misconduct must be brought to the attention of the [Committee on Academic Misconduct](#) (see also http://senate.osu.edu/?page_id=183).

F. Code of Student Conduct

In accordance with the [Code of Student Conduct](#), faculty members will report any instances of misconduct to the Committee on Academic Misconduct.

XVI. DISCLAIMER

None of the above policies constitute a contractual obligation. Fluctuations in resources and the teaching mandate of the Department, and changes in the individual circumstances of a faculty member, may warrant temporary deviations from any general policy.