

PATTERN OF ADMINISTRATION

Department of Molecular Genetics
The Ohio State University

Ratified by the Faculty of the Department of Molecular Genetics on November 8, 2002

Lee F. Johnson, Chair

I. INTRODUCTION

This document provides a brief description of the Department of Molecular Genetics as well as a description of its policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the University to which the department and its faculty are subject. The latter rules, policies and procedures take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time subject to approval by the college office and the Office of Academic Affairs.

II. MISSION

The missions of the Department of Molecular Genetics are formally designated as teaching, research and service. The department provides education at the undergraduate and graduate levels in genetics, molecular biology, cell biology, and developmental biology. Education of students is addressed through formal lectures, seminar courses, laboratory exercises, tutorials, one-on-one or group discussions and demonstrations. Research in the Department of Molecular Genetics is focused on the analysis of important problems in genetics, molecular biology, cell biology and developmental biology using molecular approaches. Faculty members provide service to the department and university as well as other universities, scientific societies, private organizations and the government. The department will continuously strive to improve the quality of each of these activities.

III. FACULTY

The salaried and non-salaried regular faculty of the Department of Molecular Genetics are voting members of the department for all issues except those specifically restricted to the salaried faculty of the department, as specified below. All faculty members in the department are members of the graduate faculty.

IV. OVERVIEW OF DEPARTMENTAL ADMINISTRATION AND DECISION-MAKING

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

Matters of the most fundamental importance are dealt with first in one of the standing or ad hoc 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 chair. Any topic and related decision may be brought for review to a full departmental meeting by being placed on the meeting agenda by the department chair, the committees, or an individual member of the faculty.

V. DEPARTMENT ADMINISTRATION

A. CHAIR

The duties of the chair of a department are as follows (from Faculty Rule 3335-3-35 C):

- (1) To have general administrative responsibility for the department, subject to the approval of the dean of the college.

(2) To prepare, in consultation with the faculty, a pattern of departmental administration. This pattern of administration shall be made available to all present and prospective members of the faculty of the department, and a copy shall be deposited in the office of the dean of the college and in the office of the executive vice president and provost. This document shall be revised or reaffirmed at the beginning of each four-year term of the departmental chair.

(3) To prepare, after consultation with the faculty and in accordance with the pattern of departmental administration, a statement setting forth the criteria and procedures for appointments and dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be made available to all present and prospective members of the department, and a copy shall be deposited in the office of the dean of the college and in the office of the executive vice president and provost. At the beginning of each four-year term of the chair of a department, the members of the department, the office of the dean of the college, and the office of the executive vice president and provost shall receive either a revision or reaffirmation of the original statement.

(4) To operate the business of the department with efficiency and dispatch.

(5) To plan with the members of the faculty and the dean of the college a progressive program.

(6) To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.

(7) To evaluate faculty members periodically in accordance with criteria approved by the board of trustees and subject to instructions from the executive vice president and provost, and also according to such supplemental criteria as may be set up by the department.

(8) To inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their tenure initiation unit and to place in that file a response to any evaluation comment or other material in the file.

(9) To recommend to the dean of the college the appointment, promotion, dismissal, and tenure of members of the department faculty.

(10) To encourage research and educational investigations.

(11) To see that all faculty are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.

(12) To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

(13) To prepare (after consultation with the faculty) annual budget recommendations for the consideration of the dean of the college.

(14) To promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.

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

B. COMMITTEES

Departmental committees (with the exception of the Promotion and Tenure and Planning Committees) are constituted by faculty members appointed by the chair of the department. Membership and chairing of committees is open to all faculty, both salaried and non-salaried.

1. Promotion and Tenure Committees and Faculty Search Committees

These committees evaluate and make recommendations to the chair of the department regarding appointments, promotion and tenure. The composition and functions of these committees are described in the Appointments, Promotion and Tenure document for the Department of Molecular Genetics.

2. Graduate Studies Committee

The Graduate Studies Committee consists of at least four faculty members plus one graduate student representative. This committee oversees the Ph.D. and the M.S. programs. It evaluates, recommends and monitors admission standards and degree requirements. It manages rules for graduate studies, which emanate from the department, the graduate school and other units in the university concerned with graduate education. This committee is responsible for the recruitment and admission of graduate students and for assisting in their placement in research laboratories. It evaluates new applicants for fellowships, for appointments as GTAs, and for other forms of financial assistance through the departmental budget. The committee, with the assistance of the office staff, is responsible for maintaining records of current and former students.

3. Curriculum Committee

The Curriculum Committee is chaired by the departmental representative to the College Curriculum Committee. Additional faculty, graduate student and undergraduate student members may also be appointed as necessary. This committee evaluates and recommends changes in departmental course offerings as needed. It keeps abreast of university education requirements and courses taught in other disciplines and professional schools and makes recommendations whenever appropriate. It assists the chair of the department in responding to requests from other departments concerning the introduction or modification of courses that relate to, or interface with, the teaching of molecular genetics. The graduate curriculum is jointly monitored by the curriculum and graduate studies committees.

4. Planning Committee

The Planning Committee consists of all salaried faculty members of the department. It meets to discuss and vote on matters of extreme importance, such as selecting finalists in faculty searches and issues concerning the future of the department.

5. Ad Hoc Committees

Ad hoc committees may be appointed by the department chair to address special issues that may arise.

C. FACULTY MEETINGS

Faculty meetings are scheduled approximately once per month during the academic year. Faculty are informed in advance of the date, time, location and preliminary agenda. Additional meetings may be called as necessary if regular meetings are insufficient to deal with pending issues. All

departmental faculty (salaried and non-salaried) and emeriti are automatically invited to all faculty meetings. Other individuals may be invited when appropriate. Elected graduate student representatives are also invited to attend faculty meetings. Regular attendance at faculty meetings is expected of all faculty, both salaried and non-salaried.

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

On matters submitted for formal voting, one half of the department's salaried faculty constitutes a quorum and a simple majority is required to pass or defeat a motion. Most issues of great importance are decided at a faculty meeting; many less important matters are settled by polling the faculty by telephone or e-mail.

VI. DEPARTMENT FACULTY TEACHING LOAD POLICY

The departmental faculty teaching load policy is summarized in the document on Faculty Duties and Responsibilities for the Department of Molecular Genetics (attached).

VII. POLICY ON FACULTY DUTIES AND RESPONSIBILITIES

The document on Faculty Duties and Responsibilities for the Department of Molecular Genetics is attached.

VIII. COURSE OFFERINGS AND TEACHING SCHEDULES

The departmental course offerings and the faculty teaching schedules are decided by the department chair in consultation with the faculty of the department and the college dean.

IX. ALLOCATION OF DEPARTMENT RESOURCES

All decisions regarding the allocation of departmental resources, including space assignments, are made by the department chair, after consultation with the faculty of the department and (if appropriate) the college dean.

X. LEAVES AND ABSENCES

Leaves and absences are handled according to the policies of The Ohio State University. Approvals for leaves are made by the departmental Promotion and Tenure Committee. The department chair will reassign the duties and responsibilities for the faculty member who is on leave.

XI. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

Policies regarding supplemental compensation and paid external consulting are the same as the University policies.

XII. GRIEVANCE PROCEDURES

Faculty, staff and undergraduate student grievance issues are handled by the department chair. An ad hoc committee may be appointed by the chair (if necessary and appropriate) to provide further insight and advice. The mechanisms for handling graduate student grievances are described in the

departmental Graduate Handbook.

FACULTY DUTIES AND RESPONSIBILITIES

The mission of the Department of Molecular Genetics includes research, instruction at both the graduate and undergraduate levels, and service to the university and professional community.

RESEARCH ACTIVITY

The acquisition of new information through research is a vital mission of a major university and is essential to the education and training of young scientists. Faculty are expected to devote approximately 50% of their effort to research (which also involves a significant effort in individualized instruction - see below). All faculty are expected to develop a strong, independent, externally funded research program and to maintain high level research activity throughout their career. Evidence of research activity will primarily be in the form of original, peer-reviewed publications in respected scientific journals. Additional evidence will be in the form of review articles, book chapters, books and scientific presentations at national and international meetings and at other institutions.

Faculty are expected to generate extramural research funds that will permit them to carry out their research activities and to support their laboratory personnel. Faculty with insufficient funding are expected to seek additional funding aggressively.

INSTRUCTIONAL ACTIVITY

All faculty in the department are expected to participate in teaching activities, which include formal classroom teaching as well as individualized instruction. Faculty are expected to devote approximately 35% of their effort to instructional activities.

Classroom teaching responsibilities: A typical full time (9 month) faculty member with a 100% appointment in the department will be responsible for approximately 50 hours of classroom instruction per year. Since most courses in the department are team taught, the formal instruction will usually be distributed among several different courses. In addition to the formal classroom activities, this responsibility includes the considerable time and effort that is required to develop new courses and to update course materials annually (as required in the rapidly changing field of molecular genetics), to write and grade examinations and lab reports, and to conduct informal review sessions. For faculty with less than 100% appointments, the teaching responsibilities will be reduced in line with their percentage appointment. The teaching responsibilities will be higher for faculty who are less active in research, or lower for faculty who are more active in research, who have unusually heavy service responsibilities, or who are establishing their research programs (see below). The minimum and maximum number of courses taught per year is 1 and 5, respectively.

Individualized teaching responsibilities: Individualized instruction is essential to the development of future research scientists and represents the predominant teaching mechanism in this department. All faculty are expected to participate in individualized instructional activities during all four quarters of the year and to commit 1-4 hrs per day (250-1000 hours per year) to such activities. These activities are primarily focused on research instruction and supervision at the undergraduate, graduate (MG 693, H783, 999) and/or postdoctoral levels. In addition, faculty are expected to participate in laboratory rotations for first year graduate students (MG 804), provide academic advice to undergraduate and graduate students, organize and supervise seminars, participate in the departmental annual research colloquium, 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 the academic setting.

SERVICE ACTIVITY

All faculty are expected to devote approximately 15% of their effort to service activities. These activities are generally in the form of committee assignments at the departmental, college and/or university level. In addition, faculty are expected to participate in service to state, national or international organizations. These activities include reviewing manuscripts and grant proposals, serving as a member of an editorial board or grant review panel, and providing service to national or international organizations. Untenured faculty, who are establishing their independent research programs and initiating their teaching activities, will have fewer service responsibilities than tenured faculty. Senior level faculty are expected to assume leadership roles in their service activities.

DEPARTURE FROM NORMAL EXPECTATIONS

Exceptions from the normal expectations will be made as appropriate to the particular circumstances. Examples include:

1. A faculty member who generates release time funding or who supervises a large research program with unusually high levels of funding will have reduced expectations for classroom teaching or service activities. Such faculty are expected to maintain high levels of individualized instructional activities, in line with their increased research activities.

2. A faculty member who assumes a particularly important and time-consuming service assignment may have a reduced teaching or research expectation.

3. A faculty member who is no longer strongly involved in research activities will assume substantially higher than average teaching and/or service responsibilities. The workload profile of such faculty will be negotiated with the chairperson on an individual basis.

4. Untenured faculty members will have reduced classroom teaching and service expectations so that they will have time to establish their research programs and individualized teaching responsibilities.

DISCLAIMER

The above policy does not constitute a contractual obligation. Fluctuations in demands and resources in the department and the individual circumstances of faculty members may warrant temporary deviations from the policy.